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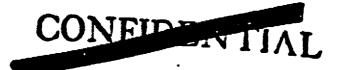
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#### CHAPTER I

#### MISSION. FUNCTIONS. AND LOCATION

Mission and Functions. (2) The mission of the CG, INSCOM is to conduct and coordinate electronic warfare (EW); intelligence collection processing, analysis, and reporting; counterintelligence (CI) activities; operations security (OPSEC) support; and related operations in support of the U.S. Army.

(U)Commands military intelligence organizations tailored to provide supported force requirements for:

a. Intelligence within the corps commander's area of interest and to supplement the corps intelligence and electronic warfare (IEW) system for certain intelligence within the corps area of influence.

b: Intelligence with the echelon above corps (EAC) commander's area of influence and coordination of the provision of intelligence within the EAC commander's area of interest.

Counterintelligence support beyond the organic capabilities of all supported commanders.

d. Specialized intelligence, EW, and security support.

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- 7. Acts as the Service Cryptologic Element (SCE) executive execut for target exploitation (TAREX),
- 2. Conducts and coordinates counterintelligence support to U.S. Army programs.
  - 9.(W) Conducts electronic surveillance support operations.
  - 10.(w) Conducts special operations.
  - 11(1) Conducts and coordinates EW operations.
  - 12.(4)Operates the DA Special Security System.
- 13. Administers functions relating to management, organization, equipment, training, administration, logistics, and automated data processing.

Transfer of the Army Biographic Repository. (U) On 27 August 1985, the CG, INSCOM informed ACSI, DA that in FY 1986 INSCOM would discentinue functions involving maintenance of the Army Biographic Repository and that resources involved in that activity would be transferred to higher priority HUMINT tasks. On 27 September 1985, ACSI, DA concurred with the decision and directed that INSCOM coordinate with DIA on disposition of the Army biographic files and give ample notification to the analytical community of the repository's closure. Accordingly, INSCOM operation of the element terminated in 1st Quarter, FY 1986. The files were taken over by DIA.2

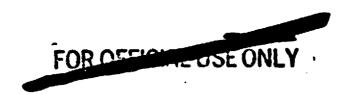
Location. (U) All elements of Headquarters, U.S. Army Intelligence and Security Command are located at Arlington Hall Station, 4000 Arlington Boulevard, Arlington, Virginia 22212. Staff elements previously Focated at Fort George G. Meade were restationed at Arlington Hall during 2d Quarter, FY 1986.3



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### FOOTNOTES: CHAPTER I. MISSION, FUNCTIONS, AND LOCATION

- 1. DF, DCSRM, subj: AR 10-53, Organization and Functions, U.S. Army Intelligence and Security Command (U) (Undtd) (C).
  2. FY 1986, DCSOPS AHR (SECURITY COMMAND, p. 6.
- 3. <u>Ibid.</u>, pp. 1-2.



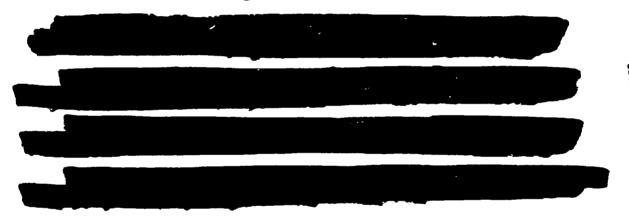
#### CHAPTER II

### COMMAND AND STAFF RELATIONSHIPS

Command and Staff Relationships. (U) The CG, INSCOM is under supervision of the Chief of Staff, United States Army. Directives; authorities; policy, planning, and programming guidance; approved programs; resource allocations; and other methods of command direction are issued to CG, INSCOM by the Chief of Staff, United States Army.

### (U) The CG, INSCOM--

1. Commands all assigned units and activities.



- (U) INSCOM and other major Army commands (MACOM's) are coordinate elements of DA. The CG, INSCOM is authorized to communicate directly with other major Army commanders or with heads of Army Staff agencies on matters of mutual interest.
- (U) The CG, INSCOM will maintain liaison as necessary with other MACOM's, field operating agencies, other cryptologic and intelligence activities, and other foreign domestic governmental agencies to maintain an awareness of, to exchange information on, and to ensure coordination of matters of mutual concern.
- (U) The CG, INSCOM acts as executive agent for logistic support, SIGINT technical support, and mission steerage for the DA TROJAN program, an effort to provide units in garrison with live signals for training (and possibly operational) purposes. In the area of SIGINT technical support/mission steerage, INSCOM has the responsibility to ensure adequate SIGINT technical support and mission steerage to TROJAN users. This responsibility is met by INSCOM's Army Technical Control and Analysis Element (ATCAE) and



Primary Control and Analysis Centers (PCAC's). The 66th MI Group, OPCON to USAREUR, operates the PCAC for USAREUR TROJAN's. CONUS MI Group operates a PCAC, OPCON to FORSCOM, for all CONUS based TROJAN's. The ATCAE provides support to the PCAC's and to TROJAN users not currently supported by a PCAC (such as SOUTHCOM, WESTCOM, and the 8th U.S. Army). Technical support and mission steerage provided by the ATCAE and the PCAC's consists primarily of target environment data base management and tipoffs to impending or occurring target activity.

(U) INSCOM does not have a responsibility in the areas of developing, fielding, and testing the TROJAN systems nor for any product improvement plans (PIP); these are the responsibilities of the Army Materiel Command's (USA Electronics Research and Development Command) project manager, USA Signals Warfare Laboratories. USA Information Systems Command (USAISC) has full responsibility for communications support to include: cryptonet establishment, Defense Special Security Communications System (DSSCS) requirements, commercial communications contracts, and overall communications requirements monitoring.

INSCOM-TRADOC MOU. (U) On 13 May 1986 a revised Memorandum of Understanding (MOU) between INSCOM and the U.S. Army Training and Doctrine Command (TRADOC) was implemented. The MOU was designed to provide for the integration of certain INSCOM Intelligence and Electronic Warfare (IEW) Echelon Above Corps (EAC) Life Cycle System Management Model (LCSMM) activities into TRADOC; establish relationships and responsibilities between TRADOC and INSCOM for training and development IEW EAC activities; and promote complete expeditious coordination and processing of doctrinal IEW EAC activities between the two commands. It did not impact upon IEW activities exclusive to INSCOM's fixed SIGINT stations and strategic agent or Offensive Counterintelligence (OFCO) activities. Implementation was to be carried out by a specific set of procedures jointly developed by the Chief of Staff, INSCOM and the Deputy Commander of the U.S. Army Intelligence Center and School (USAICS), the TRADOC proponent in the IEW field. 2

Staff Turnover. (U) One of the principal strengths of the command has been the reservoir of functional expertise embodied in its senior civilian management. Department of the Army civilians have provided the command and its predecessor organization with the continuity and experience needed for organizational effectiveness. During the course of FY 1986, this pool of talent suffered significant losses. On 22 December 1985, Mr. Albert Harvey, Deputy Chief of Staff for Systems, was forced to go on extended sick leave. Mr. Jim Davis, Deputy Chief-of Staff for Flans, Programs,



and Modernization, went to the Pentagon on 13 January 1986 to accept a post in the Senior Executive Service (SES) as special assistant to the Assistant Chief of Staff for Intelligence (ACSI). Finally, Dr. Edwin A. Speakman, Scientific and Cryptologic Advisor to the command since 1968, retired from Federal Service on 30 June 1986.3

High Technology/Low Intensity Conflict. (U) In a letter dated 6 August 1984, the Vice Chief of Staff Army assigned INSCOM the task of addressing the intelligence requirements of low intensity conflicts. Low intensity conflicts were defined as those military operations involving U.S. Forces in a support role to friendly and allied nations which are being militarily threatened or attached by internal and/or external military and/or para-military forces. Under these conditions, it was assumed that no major U.S. ground forces were employed in defense of the friendly and/or allied governments. Under such situations as this, the U.S. Army and other service and departmental intelligence resources would be brought to bear against the opposing military and/or para-military forces as a major means to execute U.S. policy in the affected region.

In response, CG, INSCOM embarked on a program to develop, test, and field high-technology intelligence collection systems.

the list two projects implemented were the

successive deployment of the

followed by field testing of

These were

To manage these assets, INSCOM developed a concept plan for a new organizational structure: the Military Intelligence Battalion (Low Intensity).

(See Chapter V for Turther operational

details.)"



### FOOTNOTES: CHAPTER II. COMMAND AND STAFF RELATIONSHIPS

- 1. DF, DCSRM, subj: AR 10-53, Organization and Functions, U.S. Army Intelligence and Security Command (Undtd) (C); Msg., CDR INSCOM, subj: INSCOM as Executive Authority for TROJAN-Defined (271929Z Sep 85) (U).
- 2. DF, IAOPS-SA, subj: TRADOC-INSCOM/MOU Echelon Above Corps Combat/Training Development Training and Doctrine Activities (Encl), dtd 20 Jun 85 (U).
- 3. Msg., IACS, subj: HQUSAINSCOM Primary Staff Changes (272100Z Dec 85) (U); History Office, DCSOPS, Log: USASA Key Personnel 1945 Present.
- 4. Ltr., CDR INSCOM to VCSA, subj: Military Intelligence Battalion (Low Intensity) (U), dtd 28 Jan 86 (S).

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#### CHAPTER III

#### **ORGANIZATION**

INSCOM Organization. (U) At the close of FY 1986, there was a total of 74 units (34 TOE and 40 TDA) within INSCOM. The TDA figure does not include Augmentation or Provisional units. All types of units are listed in appendix A. For individual lists of TOE, TDA, and Provisional units at the close of FY 1986, see appendices B, D, and G respectively. Changes in the status of TOE, TDA, and Provisional are listed in appendices C, E, and H.

- (U) Throughout FY 1986, MG Harry E. Soyster served as Commander, INSCOM. BG Charles F. Scanlon served as Deputy Commanding General until 10 May 1986 when he was replaced by BG George J. Walker, the former Chief of Staff. In turn, BG Ira C. Owens replaced BG Walker as Chief of Staff. The position of INSCOM Command Sergeant Major continued to be occupied by CSM Sammy W. Wise throughout the course of FY 1986.
- (U) At the end of FY 1986, Headquarters, U.S. Army Intelligence and Security Command was organized to consist of a Command Group, Office of the Chief of Staff, Special Staff, Personal Staff, and Coordinating Staff as shown below: 1

#### Command Group:

Commanding General (CG). (U) The CG, U.S. Army Intelligence and Security Command was responsible to the Chief of Staff, U.S. Army for accomplishment of the missions and functions prescribed by AR 10-53 and was concurrently responsible to the Chief. Central Security Service for all SIGINT activities

Deputy Commander (DCG). (U) The deputy commander assisted the commander in the management of all intelligence and support operations of INSCOM to include the review and execution of all tasked and delegated operations and the determination of future requirements.

Command Sergeant Major (CSM). (U) The Command Sergeant Major as the senior enlisted person in the command provided advice and assistance to the CG on all matters involving enlisted personnel.



Office of the Chief of Staff:

Chief of Staff (CofS). (U) The CofS acted as the principal coordinating agent of, and advisor to, the CG and DCG on those matters pertaining to INSCOM; directed and coordinated the staff to achieve efficiency and unit of action; and assisted the CG and DCG in the supervision of the execution of orders. Directly subordinate to the CofS were the Liaison Officers, the Office of Public Affairs, Organizational Effectiveness Office, and Internal Review Office.

Command Group Executive Office. (U) The command group executive officer coordinated the activities and communications of the CG and DCG offices with the Chief of Staff. The position was discontinued 8 January 1986 when the incumbent was assigned to a special project.

Deputy Chief of Staff (DCS). (U) The DCS acted for the Chief of Staff during his absence and assisted to coordinate all actions of the HQ INSCOM staff, and supervised the activities of or provided support to the Command Chaplain, Organizational Effectiveness Dffice, Secretary of the General Staff, Staff Psychologist, Scientific Advisor, Public Affairs Office, and INSCOM Liaison Officers.

Secretary of the General Staff (SGS). (U) The SGS acted as executive officer for the CofS and as office manager for the offices of the CG, DCG's, and CofS.

Special Assistant to Chief of Staff. (U) The Special Assistant to Chief of Staff acted as special advisor and consultant to the commander, deputy commanders, and the Chief of Staff.

Protocol Office. (U) The Protocol Officer served to advise the command group on matters related to protocol.

Liaison Officers. (U) The liaison officers provided liaison representation to NSACSS, FORSCOM, TRADOC, USAREUR, and other commands as required. On 1 August 1986, the INSCOM liaison office at NSA was made an organic part of the CONUS MI Group and initially redesignated as the Office of the Senior INSCOM Representative to NSA (SIRO). This was later changed to INSCOM Representative (INSR) because the first aeronymn was also used by another element of DOD.

#### Special Staff:

Chief, Leadership Assistance Office. (U) The Leadership
Assistance Office (formerly the Organizational Effectiveness'
Office) aided INSCOM's senior leaders in leading the human element
of their organizations through complex organizational change. The
office also provided assistance to INSCOM's leaders in management
and leadership training programs. Finally, the office managed
INSCOM's Organizational Effectiveness (OE) Program. Effective 22
September 1986, the Leadership Assistance Office was reassigned to
the Office of the Deputy Chief of Staff, Resource Management.

Chief, Internal Review (IR) Office. (U) Served as the principal advisor to the CDR, INSCOM on internal review matters. Conducted independent review and examination of command operations and internal controls to provide the commander with an objective evaluation of the effectiveness and efficiency with which his financial and related functions were being performed.

Scientific and Cryptologic Affairs Advisor. (U) Served as the principal advisor to the CDR, INSCOM and his staff on scientific and cryptologic matters. The office became vacant on 30 May 1986 when Dr. Edwin A. Speakman, the long-time incumbent, retired. In September 1986, the scientific and technical position was converted to Senior Executive Service (SES) status and retitled as Deputy. Director for Policy and Development.

<u>Public Affairs Officer (PAO)</u>. (U) Served as the Public Affairs Officer of INSCOM, advising the commander and staff on all public affairs matters.

Command Psychologist. (U) Served as the psychologist of INSCOM, advising the commander on matters pertaining to mental health and providing guidance on psychological factors pertaining to intelligence operations.

Command Chaplain. (U) Served as the chaplain of INSCOM, providing advice and assistance to the commander and his staff on religious, moral, moral leadership, and human self-development matters.

Personal Staff:

Inspector General (IG). (U) The IG, as member of the personal staff, inquired into and reported upon matters affecting the performance of mission and state of the economy, efficiency, discipline, and morale of every phase of activity which was within the sphere of responsibility of the commanding general and as

prescribed by law. The IG Office consisted of the Plans and Analysis Division, the Inspections Division, and the Assistance and Investigations Divison.

Staff Judge Advocate (SJA). (U) The SJA served as legal advisor to the CG, DCG, CofS, and all staff elements of HQ INSCOM and, as necessary, to subordinate elements of the command.

#### General Staff:

Deputy Chief of Staff, Force Integration (DCSFI). (U) The DCSFI was the newest member of the INSCOM general staff. The office was created in June 1986 as a result of the MERCURY GRAIL Study commissioned by the the Chief of Staff on 7 January 1986. Motivation for the study came from the increasing unease felt by the command group and staff throughout 1985 that INSCOM was executing responsibilities in combat and material developments that did not belong to the command and that, conversely, INSCOM efforts to acquire needed IEW material and systems were fragmented both in authority and process. The study found significant disconnects in INSCOM's processes for material acquisition. DCSFI was formed by merging elements of the former DCSSIS and DCSPPM to form a new staff element.

Deputy Chief of Staff, Personnel (DCSPER). (U) The DCSPER served as the principal staff officer for the administration of military and civilian personnel. Acted for the CDR, INSCOM in the direction, supervision, and coordination of plans, policies, and procedures for personnel administration, distribution, and management; maintenance of order and discipline; safety; welfare; morale; human affairs; and nonappropriated fund activities. Throughout FY 1986, DCSPER remained divided between the ADCSPER Military and the ADCSPER Civilian. The ADCSPER Military oversaw the Military Personnel Division and Plans and Proponency Division. The ADCSPER Civilian oversaw Human Resources Division, Equal Opportunity Program Division, and Civilian Personnel Division.

Deputy Chief of Staff, Operations (DCSOPS). (U) The DCSOPS was the principal coordinating staff officer responsible for current intelligence collection, production, electronic warfare, and counterintelligence, and security support operations. Provided operational policy guidance and direction, coordinated, and supervised current operations. Managed REDTRAIN direction; coordinated and supervised current operations. Managed REDTRAIN program as Army executive agent. Provided operationally oriented INSCOM interfaces between national, departmental, theater (echelon above corps), and tactical (echelon below corps); intelligence



organizations. Served as the staff budget director (current and budget year) for allocation and employment of Program 2, 3, and 8 operational resources. Coordinated operational matters with Department of the Army, NSA/CSS, Department of Defense, DIA, CIA, FBI, joint/combined commands, other MACOM's, and other governmental agencies. Supervised command aviation activities. Prepared and coordinated command operational plans and managed command operational planning system; was command focal point for reserve affairs. Supervised command historical program. Exercised staff proponency over the Intelligence Exchange Support Center, the ROYAL CAPE SAP, and Administrative Survey Detachment. The office of the Intelligence Counterpart Fund (ICF) Management Officer remained within DCSOPS. The ICF Management Officer advised on all aspects of the control, administration, supervision, and utilization of ICF. The officer was accountable to and received technical financial guidance from the Special Finance and Accounting Officer.

- (U) During FY 1986, a number of significant restructurings took place within DCSOPS. On 1 October 1985, the ADCSOPS-IS (Intelligence Support) was dissolved and a new office, ADCSOPS-OR, created. The new office consisted of a Current Operations Division (the old Intelligence Operations Center), a Geographic Division, and the Readiness Training (REDTRAIN) Division. The Geographic Division was designed to provide a focal point for handling all multidiscipline intelligence operational matters involving INSCOM headquarters and field units. However, implementation of the concept was dependent upon a level of resourcing that never materialized. Accordingly, ADCSOPS-OR was disestablished on 12 May 1956 and a restructured ADCSOPS-IS established. Concurrently, REDTRAIN was resubordinated to ADCSOPS, Plans and Training (P&T).
  - (U) On 2 January 1986, ADCSOPS-SIGINT/EW assumed responsibility for operating the Special Projects Office previously assigned to DCSSYS. The office was integrated into the existing staff aviation office to form a Staff Aviation/Special Projects Division.
  - (U) In February 1986, the ADCSOPS-IMINT/E-O was redesignated as ADCSOPS IMINT/MASINT as a result of a decision within the intelligence community to substitute the new term Measurement and Signature Intelligence (MASINT) for the old Electro-Optics designation. On 15 August 1986, the ADCSOP IMINT/MASINT Office was resubordinated to ADCSOPS-SIGINT-EW which became the ADCSOPS-Technical Operations (TO).



- (U) Finally, on 15 April 1986, an Office of the Special Assistant was created. The development was necessitated by the fact that the position of DDCSOPS had become militarized, forcing the creation of a new civilian position within DCSOPS to provide for the needed continuity of operations.
- (U) At the close of FY 1986, DCSOPS consisted of the following major divisions: Office of the Special Assistant, Project Coordination Office, Administrative Office, History Office, Reserve Affairs Office, ADCSOPS Plans/Training, ADCSOPS Counterintelligence (CI), ADCSOPS HUMINT, ADCSOPS SIGINT/TO, and ADCSOPS Intelligence Support.

Deputy Chief of Staff, Logistics (DCSLOG). (U) DCSLOG was the principal coordinating staff officer for logistics, and was responsible for integrated logistics planning policy; procurement/contracts; budgeting; distribution, storage, and maintenance of electronic equipment systems (less telecommunications); engineering; construction; support services; transportation; logistics oversight/compliance; and supply and maintenance management. The DCSLOG also had staff supervision of the Materiel Support Activity at Vint Hill Farms Station and the Maintenance Assistance and Instruction Team Activity based at Ariington Hall Station.

(U) During FY 1986, the organization of the DCSLOG consisted of the following: Supply and Services Division, Maintenance Division, Engineer and Housing Division, Fixed Station Engineering Division, Management and Plans Division, Contracts Support Office, and Administrative Office.

Deputy Chief of Staff, Systems (DCSSYS). (U) DCSSYS was the principal coordinating staff officer responsible for INSCOM materiel/systems development. DCSSYS represented INSCOM as the Army's materiel developer of fixed strategic signal intelligence systems and INSCOM operated fixed automated systems. DCSSYS also represented INSCOM in the materiel development process for systems to be used by INSCOM. The DCSSYS was divided into the Requirement Validations Division, Systems Division, and Budgets and Contracts Office. The position was discontinued in June 1986, and elements formerly assigned were resubordinated to DCSFI. (See Deputy Chief of Staff, Force Integration.)

Deputy Chief of Staff, Resource Management (DCSRM). (U) The DCSRM was the principal staff officer in matters concerning management, financial management, and manpower management. The DCSRM established and maintained administrative control of appropriated

funds, exercised responsibility for manpower management and The Army Authorization Document System (TAADS), developed and supervised the implementation of force requirements, administered the structure and strength program, exercised control over the manpower and equipment survey programs, and reviewed and prepared financial and/or manpower annexes for operational and force development plans. In addition, the DCSRM exercised staff supervision over the Finance and Accounting Activity. The Special Finance Accounting Officer was established within DCSRM on 1 October 1984. The office provides disbursing services to activities utilizing Special Mission Funds (SMF) and Intelligence Contingency Funds (ICF). During FY 1986, DCSRM was composed of the following elements: Administrative Office, Budget Division, Finance and Accounting Division, Management and Analysis Division, and Manpower Division.

Deputy Chief of Staff, Plans, Programs, and Modernization (DCSPPM).

(U) DCSPPM was the principal coordinating staff officer responsible for INSCOM long-range and mid-range planning; force design and operational concepts; and resource program development, submission, defense, and evaluation. DCSPPM represented INSCOM in the conceptual and doctrinal aspects of the combat development process. Served as staff point of contact with other Army/DOD activities for force planning, combat developments, TENCAP planning, program submission, and force integration. At the beginning of FY 1986, DCSPPM consisted of the Concepts and Studies Division, Force Design and Integration Division, Programs Division, and Program Plans Division. In June 1986, DCSPPM was discontinued and its elements phased into DCSFI. (See Deputy Chief of Staff, Force Integration.)

Deputy Chief of Staff for Information Management (DCSIM). (U) The DCSIM was the principal staff assistant to the Commander, INSCOM for all matters pertaining to information management. The position was dual-hatted, since the DCSIM concurrently served as Director, U.S. Army Information Services Command, INSCOM (USAISC-INSCOM). DCSIM served as Program Area Director for command programs, budgets, and the Army Management System as it relates to telecommunications/automation. Discharged primary staff responsibilities for engineering, installation, and maintenance of INSCOM information systems. Exercised staff supervision over operation of the Defense Special Security Communication System (DSSCS), CRITICOMM, and other telecommunications activities of the command. Directed development of tactical information systems objectives concepts and requirements of the command. Directed development of tactical information systems objectives, concepts, and requirements within INSCOM areas of interest. Finally, the

DOSTM exercised operational control over the USAISC Communications Center supporting USAINSCOM, Arlington Hall Station. The staff element also exercised control over the Automated Systems Activity and the Administrative/Visual Information Support Activity (A/VISA). A/VISA, formerly the Administrative/Audiovisual Support Activity, was redesignated on 1 January 1986 in compliance with DOST's redefinition of the term "audiovisual."

Command Security Office (CSO). (U) The Chief, CSO formulated, implemented, and supervised policies and procedures for personnel, physical, automation, and information security and acted as command and headquarters security manager, internal OPSEC manager, TEMPEST Coordinating Officer (TCO), and chief law enforcement official for INSCOM. Due to consolidation of headquarters elements at Arlington Hall, the small satellite CSO formerly maintained at Fort George G. Meade, MD, was closed in January 1986.

Oversight Matters. (U) On 30 June 1986, INSCOM Regulation 15-5, USAINSCOM Intelligence Oversight Board, was published. The regulation established a new mechanism for providing oversight to three functional intelligence areas (intelligence activities, fiscal management, and acquisition contracting actions) from three different role perspectives (policy, advisory, and compliance). The oversight board established by the regulation to advise the Commanding General, INSCOM on these matters consisted of DCSOPS, DCSRM, DCSLOG, the Staff Judge Advocate, and the INSCOM Inspector General.<sup>2</sup>

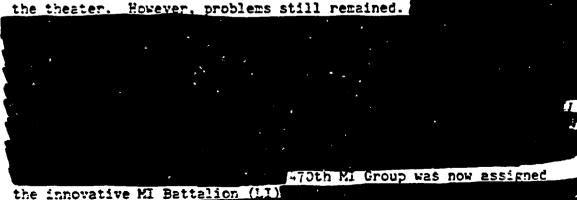
MI Brigades. (U) During the course of FY 1986, planning continued to convert INSCOM's theater-level MI groups into brigades. This was part of a move to standardize theater-level support units. provide for wartime fill by reserve-component (RC) elements, and give intelligence units designations more readily intelligible to the rest of the Army. The first INSCOM group to be so converted was the 501st MI Group, which became the 501st MI Brigade (Provisional) on 15 April 1986. It was anticipated that the change would be formalized early in FY 1987. The 66th and 513th MI Groups were also scheduled for conversion to brigade status during 1st Quarter, FY 1987. INSCOM's two other theater support units, the 170th and 500th MI Groups, would be upgraded the following year. In addition, plans were underway to relocate the 500th MI Group from Japan to Hawaii. To facilitate this transition, the INSCOM Theater Intelligence Center-Pacific (ITIC-PAC) would be reassigned to the 500th MI Group as its Echelon Above Corps Intelligence Center (EACIC) on 1 October 1986.3



Korean Developments. (U) Under the Army of Excellence ("PE) concept, Tables of Organization and Equipment (TOE's) of M" brigades in support of echelons above corps (EAC) are to be standardized. However, the 501st MI Brigade, when formally organized, would function in a unique environment. No U.S. Army corps-level intelligence assets were available in Korea, although intelligence support is available from other service elements and from Republic of Korea (ROK) sources. As a result, the 501st MI Brigade was allowed to operate under a theater-specific Modification TOE (MTOE), even though, under Army reporting requirements, this might present an appearance of "instant unreadiness."

(U) As a step to flush-out the ultimate 'rigade. the 532d MI Battalion (Provisional) was organized on 3 September 1986. The unit consisted of a Headquarters, Headquarters and Service Company and Company A, the operations company. Company A functioned as a scaled-down Echelon Above Corps Intelligence Center (EACIC), providing a person intelligence center to the Eighth U.S. Army, an person cell to the All Source Intelligence Center, Combined Forces Army (ASIC-CFA), and manning for the ELINT Processing Data System (EPDS) which serviced Tactical User Terminals (TUT 2-CFA, and the Third ROK Army (TROKA). The company was under the operational control of Field Station Korea. Additionally, two other companies were attached to the provisional battalion: the Headquarters and Headquarters Company of the provisional brigade, and the 332d MI Company, a tactical EW unit.

CENTAM. 12. In November 1985, the Echelon Above Corps Aviation Company was attached to the 470th MI Group. On 2 April 1996, the unit, became a provisional MI Battalion (Low Intensity). In June 1986, the 29th MI Battalion (CEWI) of the 193d Infantry Brigade was placed in a reinforcing role to the 470th MI Group, coming under the group's operational control. The move strengthened the overall management of Army intelligence assets in the theater. However, problems still remained.



16





CINUS Initiatives. A number of organizational changes took place in INSCOM's CONUS-based subordinate elements during FY 1986. Cn. 1 July 1986, the U.S. Army Administrative Survey Detachment was redesignated as the U.S. Army Field Support Center

being resolved. Another structural change involving the CONUS MI Group caze about on 1 February 1986 when Field Station Key West, a small company-size element, was resubordinated from CONUS MI Group headquarters to the group's 1st Battalion.

- (U) The 513th MI Group also underwent structural change. The Echelon Above Corps Aviation Intelligence Company (EACAIC) of the group's 202d MI Battalion was redesignated as the MI Battalion (Low Intensity) (Provisional) on 2 April 1985 and concurrently resubordinated to group headquarters. (The unit had already been attached to the 470th MI Group and deployed to CENTAM.) In June 1986, as the result of an IPR, the 641st MI Company, the group's clandestine collection element, was resubordinated from the 202d MI Battalion to group headquarters. Subsequently, a Service Support Activity was created within the headquarters to manage both clandestine and overt collection operations. In another action, it was found that the 203d MI Battalion had not been resourced under Army of Excellence (AOE). Initial planning was that only the 11th MI Company (Technical Intelligence) and its augmentation would continue to be active. However, DA approved the concept for a Foreign Material Intelligence Group in April 1986 which would assign the Army's technical intelligence and Opposing Forces "CFFOF THEFFor to a TDA unit, eliminating the need for a technical intelligence battalion. It was decided to place the Headquarters and Headquarters Company, 203d MI Battalion, minimally filled and with a new counterintelligence mission, under the operational control of the Commander, 202d MI Battalion.
  - (U) INSCOM's CONUS-headquartered Special Security Group was reconfigured to meet changing Army requirements for access to Sensitive Compartmented Information (SCI). During FY 1986, Special Security Detachments (SSD) previously assigned to Watertown, N.Y.; Fort Lee, Virginia; Fort Lewis, Washington; Yuma, Arizona; Automated Switching Centers Coltano and Hancock; and Okinawa were phased out. Functionally tailored detachments were opened in Los Angeles, California (for contractor Support), and at the following Combined Training Facilities (CTF): Fort Dix, New Jersey; CTF Hamilton, California; CTF Austin, Texas; and CTF St. Paul, Minnesota. In addition, Combat Support Coordination Teams (CSCT)



been a long-standing issue between Eight U.S. Army and INSCOM. The matter was resolved to INSCOM's satisfaction; it was decided that although these units were performing a tactical function; which still operated at echelon above corps (EAC). One Special Security Command, USAREUR, was eliminated by consolidating SSG assets in Europe under an O-5 at SSC EUCOM.

(U) Finally, INSCOM's 902d MI Group was drastically restructured. At the beginning of FY 1986, the group consisted of two geographic battalions (located respectively on the east and west coasts); one functional battalion involved in technical support services and two independent detachments. These elements were realigned to form a counterintelligence/counterespionage battalion, with headquarters at the Presidio of San Francisco, California; a counterintelligence/security battalion at Fort Meade, Maryland, which operated in support of Army Special Access Programs (SAP); and r counterintelligence technical services support battalion. also at Fort Meade. However, the new structure was found less than adequate to meet the Army's needs. Agents assigned to the SAPoriented battalion found that their offices were involved in counterespionage cases and vice-versa. Moreover, approximately half of the personnel of the west coast-based counterespionage tattalion were located on the east coast and no less than three quarters of them were east of San Antonio, Texas. The conclusion of DCSOPS was that "simply from the viewpoint of location, the CI Battalion is in the wrong place; there is no justification for it being in San Francisco.... By the end of FY 1986, a concept plan to combine the CI/CE Battalion and the CI SAP Battalion at a Fort Meade location was under study. 6

Readquarters Consolidation. (U) Headquarters, INSCOM was successfully consolidated at Arlington Hall Station during 2d Quarter, FY 1986. The action involved the movement of approximately spaces formerly assigned to INSCOM headquarters and support elements at Fort George G. Meade, Maryland. In actuality, however, faces did not automatically accompany the shifted spaces: clerical employees generally preferred to find new positions in the Fort Meade area, and a number of military personnel chose reassignment. As a result, the Counterintelligence and HUMINT sections of DCSOPS suffered a temporary loss of up to half of their authorized personnel strength when they made the transition from Fort Meade to Arlington Hall. The fact that Fort Meade elements moved into facilities in Building 1, forcing longestablished offices to relocate into new offices in a refurbished Euilding "A", caused further disruptions. Turbulence caused by the reshuffling of people from building to building and the lack of available telephone lines did not stop until August 1986.7







### FOOTNOTES: CHAPTER III. ORGANIZATION

- History Office, DCSOPS, Log: USASA Key Personnel, 1945 -Present; Ltr., IAOPS-SE-O, subj: New Office of the Senior INSCOM Representative to NSA/CSS (SIRO), dtd 16 Jul 86 (U); FY 1986, CONUS MI Group AHR, vol. I, pt. 3 (S), p. 5; DF, IARM-M, subj: Reassignment of the Leadership Assistance Office, dtd 23 Sep 86 (U); Paper, subj: HQ INSCOM Force Integration Research Study: MERCURY GRAIL (MAJ Charles H. Hill, III) (Undtd) (U); DF, IAFI, subj: Establishment of DCSFI, dtd 9 Jun 86 (U); DF, IAFI, subj: Establishment of Interim Office Symbols, dtd 10 Jun 86 (U); FY 1986, DCSOPS AHR (S NOFORN), pp. 4-5; Msg., IADPS-SE-AS, subj: Consolidation of ADSCSOP SIGINT/EW Staff Aviation Office (IAOPS-SE-A) and DCSSYS Special Projects Office (IASYS-CH/IASYS-SPO) (171200Z Jan 86) (U); FY 1986, DCSOPS AHR (SEE NOFORN), pp. 5-6; Msg., IASA-A. subj: Redesignation of Administrative/Audiovisual Support Activity (2006002 Dec 85) (U).
- 2. USAINSCOM Regulation 15-5, dtd 30 June 1986 (U).
- 3. 373 Card, 501st MI Brigade (Provisional); FY 1986, 501st MI Bde AHR (SCW/NOFORN), p. 3; Msg., IAOPS-PL, subj: ITIC-PAC Resubordination, Pacific Implementation (132020Z Jun 86) (U); Memo for Cmdr, INSCOM, IAOPS, subj: 500th MI Group and ITIC-PAC, Restationing Feasability Analysis and Resubordination, dtd 2 Sep 86 (S).
- 4. FY 1986, 501st MI Bde AHR (STOFORN), p.4, section V, pp. 8-10; Msg., IAOPS, subj: Readiness Condition and Activation of 501st as a Brigade (092300Z Sep 86) (U).
- 5. FY 1986, 470th MI Gp AHF (S/NOFORN), p. 5; DF, IAOPS-IS-GS, subj: 470th MI GP IPR, After Action Report W/encl, dtd 25 Aug 86 (S).
- 6. 373 Card, U.S. Army Field Support Center; FY 1986, AHR, CONUS MI Gp AHR (S), vol I, pt. 3, pp. 3-5; FY 1986, 513th MI Gp AHR (S/NOFORN), pp. 21-22; 373 Card, Echelon Above Corps Aviation Intelligence Company; Interview with Ms. Hull, DCSOPS, 18 Aug 87; FY 1986, SSG AHR (S), p. 5; Msg., IASSG-ZA, subj: Command and Control of Army SSO Assets (U) (5 Dec 85) (S); FY 1986, 902d MI Gp AHR (S/NOFORN/), p. 8; Memo for Cmd Gp, IAOPS, subj: Summary Trip Report Colonel Bowe, 1-11 August 1986, dtd 8 Sep 86 (S); Ltr., IAOPS-CI, subj: 902d MI Group Realignment--MI Bn (CI) West Coast, dtd 22 Sep 86 (C).
- 7. MFR, IALOG-MP, subj: Briefing on HQ INSCOM Consolidation for Mrs. Smiley, dtd 7 Jun 83 (U); FY 1986, DCSOPS AHR (SMILE) NOFORN), pp. 2, 24; Interview with MSG Glidden, DCSOPS, 19 Aug 87.



#### Chapter IV

#### RESOURCES AND MANAGEMENT

Operations and Maintenance, Army (OMA) Funds. (U) FY 1986 was an extraordinary year due to the Gramm-Rudman-Hollings (G-R-H) legislation which resulted in a \$9,892 million reducton to INSCOM's funding profile. Overall budget execution was much improved from FY 1985 with yearend turn-ins totaling \$3.3 million of which \$1.4 million was INSCOM funds. Recapped below are yearend returns to include G-R-H. 1

```
1.534
      ELT
   162 Flying Hours
 1.696 TOTAL
P3I
       GDIP Turn-in
 8.841 G-R-H Reductions
   148 LANCE PERRY
 13 Flying Hours
9,067 TOTAL
P30
    31 Second Destination Transportation Turn-in
       Military Training Turn-in
PEJ
        ACES/EDG/Interns Turn-in
PO
     3 QRIP Turn-in
BASEOPS
 1,051 G-R-H Reductions
 1.252 VHFS RPMA Turn-in
2,303 TOTAL
```



(U) The U.S. Army Intelligence and Security Command's OMA funding program at the close of FY 1986 consisted of \$199,195,000 of Direct Funds and \$35,000 of Funded Reimbursements for a total of \$199,230,000. The table below shows a breakout of direct funding by subprogram at the close of FY 1986.2

Table 1. - Direct Funding by Subprogram.
(As of 30 September 1986)

Subprogram	FY 1986
P2 (General Purpose Forces)	\$ 39,518,000
P3I (Intelligence Activities) P3C (Communications Security)	135,389,000
P7 (Troop Issue)	91,000
P80 (Education Services)	1,482,000
P8T (Training)	1,016,000
P9 (Administration and Associated Activities)	
Base Operations (ARS & VHFS)	18,438,000
TOTAL	\$199,195,000

(U) The following is an audit trail (\$ in thousands) from DA dollar guidance use for preparation of the FY 1986 Command Operating Budget (COB) to final FY 1986 Annual Funding Program (AFP):3

### Program 2

Dollar Guidance - FY 1986 COB	\$ 40,694
Pay Restoral	85
	1,475
Foreign Currency Reval	(91)
RG-8A	1,797
Congressional Adj	(1,067)
TROJAN	567
FY 1986 Initial AFP	\$ 43,460
TROJAN	1,600
Foreign Currency Reval	(1)
JCS	20
Joint Tactical Fusion	(365)
P2 Mission	100
Flying Hours	(162)
	(.3,600)
ELT	(1,534)
Final FY 1986 AFP	\$ 39,518
21	



### FOR OFFICIAL LICE ONE

### Program 31

Dollar Guidance - FY 1986 COB	\$147,202
GDIP Adjustments	(896)
Pay Restoral	1,700
Expense Invest Criteria	(155)
FMA	32
Misc	(32)
	132
CRA	13,896
FY 1986 Initial AFP	. \$134,087
GDIP Adj	706
Foreign Currency	(2,084)
OPSEC	(2,340)
FMA	569
Space Transfer	(94)
Misc	32
	835
CRA Restoral	13,896
G-R-H Reductions	(8,841)
ACSI Withdrawal	(5,000)
ACSI Restoral	2,000
Trans to Other MACOM's	(902)
FCI-MPDI Adj	71
TEMC	404
FS Berlin Design	75
Flying Hours	(13)
	(145)
CCF Initiatives	170
Sinop SAF	500
641st Operations	660
acsi acj	7
Transfer from Base Opns	175
Polygraph/TSCM	624
Final FY 1986 AFP	\$135,389

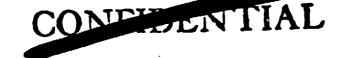
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Program 3C	
Dollar Guidance - FY 1986 COB	\$ 3,281
Pay Restoral CRA Withhold	48 (161)
FY 1986 Initial AFP CRA Withhold Restored Foreign Currency Reval Transferred to BASEOPS	\$ 3,168 161 (6) (252)
Final FY 1986 AFP	\$ 3,071
Program 7	
Dollar Guidance - FY 1986 COB	<b>\$</b> 155
Pay Restoral CRA Withhold	2 (27)
FY 1986 Initial AFP CRA Restoral DA Withdrawal	\$ 130 27 (66)
Final FY 1986 AFP	\$ 91
Program 8T	
Dollar Guidance - FY 1986 COB	\$ 1,550
AIA Transfer Erroneous Issue	(39) 934
FY 1986 Initial AFP Erroneous Issue QM Nutrition Course Foreign Currency Reval Funds Returned	\$ 2,445 (934) 2 (7) (24)
Final FY 1986 AFP	\$ 1,482
Program 80	
Dollar Guidance - FY 1986 COB	\$ · 533
Pay Restoral CTED	3 550

FY 1986 Initial AFP Pay Reduction Program Reduction ACES Program Increase Funds Returned	\$ 1,086 (3) (69) 17 (15)
Final FY 1986 AFP	\$ 1,016
Program 9	
Dollar Guidance - FY 1986 COB	\$ 1,856
OMA/OPA Transfer	(1,856)
FY 1986 Initial AFP QRIP/PECIP OMA Funds Funds Returned	0 193 <u>(3)</u>
Final FY 1986 AFP	\$ 190
BASEOPS	
Dollar Guidance - FY 1986 COB	\$19,301
Pay Restoral CRA Withhold Congressional Adj	20 (3,135) <b>3</b> 27
FY 1986 Initial AFP CRA Release DA Adj Audit Reports	\$16,513 3,135 10 6
Force Protection  DA Withdraw  Family Action Plan	416 (11) (20)
Congressional Cut Civilian Workyears Reduction G-R-H Reduction	(19) (50) (1,051)
Pay Restoral RPMA Withhold Services Program	- 8 621 Family 100 VHFS RPMA
Returned Decrease to P3I from P3C	(1,252) DA (45) Transfer (175) Transfer
Final FY 1986 AFP	<u>252</u> \$18,438



(U) The following table reflects direct obligations by elements of expense for FY 1986 (\$ in thousands): Obligations of \$199 068,000 and an Annual Funding Program of \$199,195,000 resulted in an obligation rate of 99.9 percent.

Table 2. - Direct Obligations for FY 1986.

Element of										
Expense	<u>P2</u>	<u>P3I</u>	P31	<b>P7</b>	P8T	P80	<u>P9</u>	<u>B0</u>	Total	Percent
Civ Pay	1,773	45,843	1,486	44	-	611	-	5,313	55,070	28
Travel	4,626	8,788	529	39	1,145	67	19		15,294	8
T/T	564	1,051	35	.1	• •	2	•	119	1,772	ì
Rnt/Comm/Ut	1,035	4,691	50	-	•	•	-	294	6.070	3
Cont Svcs	24,726	51,117	884	6	328	333	89	11,844	29,327	45
Sup/Equip	6,495	20,284	80	•	-	2	81	744	27,716	13
FNIH	241	3,578		<b>=</b>			<b>=</b>		3,819	2
TOTAL	39,460	135,352	3,064	90	1,473	1,015	189	18,425	199,068	100

Family Housing Units. (0) The U.S. Army Intelligence and Security Command operated and maintained family housing units at Arlington Hall Station and Vint Hill Farms Station. Funds received from Department of the Army for these units for FY 1986 were \$1,440 of which \$1,440 was obligated (99.8 percent).

INSCOM Program and Budget Guidance, FY 1986 (Authorized Strength).

Based on DA Program and Budget Guidance, October 1986, the manpower data shown in the following table represents the authorized strength for end of FY 1986:6

Table 3. - INSCOM Program and Budget Guidance, FY 1986.

#### Authorized Strength

Program	OFF	WO	ENL	MIL	US CIV	FN CIV	TOTAL		
P2 Gen Purpose Forces									2
P3 Intel & Comm								•	4
P7 Supply									P
P8 Training							-		0.0%
MFH									
P3 Support to NSA									ter ray
TOTAL									F



Civilian Strength by Program. (a) The following table reflects authorized and assigned civilian strength by program/subprogram. It includes foreign nationals, temporaries, and permanent overhires.

Table 4. - Civilian Strength by Program.

Program 2 Gen Purpose Forces  3 CCP Cryptologic Actv Ease Opns/RPMA AMHA  GDIP HUMINT DSSS ADP TECRAS AMHA Other  CPP CCMSEC Base Opns/RPMA AMHA =  CIBIA	Authorized	Actual	THE POST EAST SAME
FCI S&IA Amha			
7 TISA			
8 ACES	•	•	N. S.
- <u>MPH</u>	:		•
TOTAL			

Army Organizational Efficiency Review/Manpower Staffing Standards System (OER/MS-3). (U) The separate programs at the DA level have been combined at INSCOM into one program. The purpose of OER/MS-3 is to conduct functional organizational efficiency reviews for the purpose of determining appropriate organizational structure, staffing, and operating procedures.8

Memorandum of Understanding/Agreement (MOU/MOA) Program. (U) FY 1986, all MOU/MOA's maintained in the repository were reviewed, and DCSRM personnel were able to eliminate 39 documents and determine the status of the remaining documents. At the end of the fiscal year, the repository contained 120 MOU/MOA's of which 110 were current and 10 were awaiting final signatures of the parties involved. During the reporting period, 18 new or revised MOU/MOA's were processed.9

<u>Personnel Security</u>. (U) INSCOM achieved 100 percent execution of Non-Disclosure Agreements (SF189) by July 1986. This satisfied the OACSI DA requirement of July 1985 that all Army personnel (military and civilian) who have access to classified information will complete the form. 10

Information Security. (U) In November 1985, a report was published which had a profound impact on the information security program within Department of Defense. The report was entitled, "Keeping the Nation's Secrets: A Report to the Secretary of Defense by the Commission to Review DOD Security Policies and Practices." Out of 63 recommendations by the "Stilwell Commission" to improve the information security program, two had been implemented by CSO by the end of FY 1986. The first was to implement a one-time top-to-bottom security inspection of all activities that handled or stored classified information; the second was to implement a "two person" rule in all areas where TOP SECRET and Special Access Program materials are processed or stored.

- (U) In January 1986, the one-time top-to-bottom security inspection was conducted and the results were reported by 1 October 1986. Inspections of all elements directly subordinate to HQ INSCOM were conducted and formal reports were consolidated and forwarded to OACSI DA, noting that most security programs were operating within acceptable boundaries. Problems were highlighted in automation security, and it was noted that the INSCOM Operations Security Program and the INSCOM Terrorism Counteraction Program were being administered inconsistently in the field. The need for additional security resources and the need to perpetuate the security inspection process were also mentioned.
- (U) The "two person" rule was established between INSCOM Special Security Detachment and Arlington Hall Station Garrison to require non-duty hour sign-in and sign-out of all personnel. MP's were then to conduct random patrols and to thereby serve as the second person in areas where people may be working alone. 11

AUTOVON Funding Cut. (U) The Gramm-Rudman-Hollings fair share budget cut for INSCOM was \$29,590 from AUTOVON service. This was met by eliminating circuit UUBBKK24 from INSCOM AUTOVON service. This netted a savings of \$50,076, a \$20,486 savings over the amount requested by U.S. Army Commercial Communications Office (USARCCO.) 12

EC INSCOM STU-II Access. (U) The telephone access for AHS STU-II terminals was expanded to include AUTOVON. The incoming AUTOVON prefix 222 services the CG, CofS, DCSOPS, and DCSIM terminals while AUTOVON 286 accesses DCSSYS, DCSLOG, and Cdr. USASSG.13

USAISC-INSCOM Operations and Maintenance, Army (OMA) Funds. (U) a. PZ 351055: FY 1986 funds in the amount of \$1,631K were allocated for supplies, TDY, and various support services. A further \$717K was provided in the program element for civilian compensation. 14

- b. PE 393111: Civilian compensation was \$126K and an additional \$9.5K was provided for TDY.
- c. PE 814771: \$5K was allocated for military TDY for training.

USAISC-INSCOM Other Procurement, Army (OPA). (U) During PY 1986 all PE 381055 OPA funds were apportioned to NSA for budgetary Exhapsement. Expenditure of primary interest to DCSIM was the communications equipment (ST2D-PC) for \$225K.15

Secure Voice. (U) INSCOM participation in DOD/DA STU-II and STU-III program is expected to provide the command with extensive secure voice capability to meet command requirements into the next decade. A total of 38 STU-II terminals have been installed command-wide, with another 45 scheduled for installation prior to the conclusion of the program. During FY 1986, the command identified secure voice requirements for 4966 STU-III terminals, the projected DOD-standard secure voice systems. 16

Automation Budget. (U) The automation budget was cut \$548K in FY 1986 due to Gramm-Rudman-Hollings. The obligation rate for FY 1986 ADPE funds was 99.98 percent. 17

Arlington Hall Station Office Automation. (U) During FY 1986, Life Cycle Management Division (LCMD) acquired responsibility for contractual support and inventory of office automation associated with Arlington Hall Station (AHS). All TELEX (Lexitron) equipment became government owned on 30 September 1986. This was due to the completion of the original Lease to Ownership Plan (LTOP) contract. All leased word processing equipment at AHS was brought out or

scheduled for return to vendor. Peripherals for the four WANG alliance systems were purchased and will be used with the new VS65 systems due to arrive lst Quarter, FY 1987. 18

HC Office Automation. (U) The Headquarters Office Automation (OA) Plan was approved by CofS INSCOM on 7 August 1986. The implementation of the HQ OA plan marks the beginning of HQ wide compatibility in data exchange through the eventual phase-out and conversion from diverse word processing systems. Additionally, HQ will have data exchange compatibility with the field, through acquisition of WANG OA equipment. As written, the plan initially implements the Intelligence Support, Information System (ISIS) architecture as provided in the ISIS Functional Description, a deliverable provided through GSA contract by the American Management Systems (AMS) Incorporated. Implementation at AHS will entail the acquisition of approximately 150 WANG PC's, 7 WANG VS mini computers, and associated printers and communications hardware and software. The new 160 workstations supplement the 50 already onsite connected to present WANG alliance systems. The WANG alliance central processing units currently in use will be replaced with VS minicomputers.

- (U) A concurrent action with the acquilition of new WANG office automation equipment is the planned buyout of on-site leased WANG alliance peripheral devices. Since the architecture of the alliance does not readily fit the needs of INSCOM when compared to the cost per connection and power of the Vital Storage Central Processing Unit (VS CPU), the leased alliances CPU's will not be retained. The associated peripherals, however, as serial devices can be readily used with the more powerful CPU. A further benefit of shifting from alliance to VS technology is the favorable effect of the hardware on the environment. Actual requirement for electricity will decrease since the new modular mass storage units associated with the VS require only 25 percent of the power needed for previous generation disk drive assemblies.
  - (U) Initial implementation of the system with phased training and conversion from the diverse word processors is delayed due to the inability of WANG to supply letter quality printers. Projected delivery date for the printers is 2d Quarter, FY 1987.
  - (U) Office automation took a big leap forward in FY 1986. Sixtynine systems consisting of 447 workstations were approved for INSCOM units worldwide. Total cost of systems approved was \$4,227,048 with a 5-year cost savings estimated to be \$9,245,912. Productivity Enhancing Capital Investment Program/Quick Return On Investment Program (PECIP/QRIP) and Productivity Improvement: Funds (PIF) funding programs have proven an effective means of obtaining unprogrammed funds for OA during FY 1986. 19

25

Arlington Hall Station Intelligence Data Handling Systems (IDES)

Note. (U) Because of the loss of the Army Threat Intelligence

Production System's (ATIP) computer and no other requirements for

IDES computer support within the HQ INSCOM staff, the AHS IDHS Node

was disconnected and declared excess. The AHS IDHS Node had

consisted of a PDP/11/145 Mini-Computer System. With its demise,

the components of the AHS IDHS Node were transferred to the

Pentagon branch and the Fort Bragg branch. 20

Commanders' Conference. (U) The 1985 INSCOM Commanders' Conference was held at Fort Monroe, VA, during 29 October-2 November 1985. Billeting was at the Chamberlin Hotel. The theme of the conference was "leadership."21

IG Inspections. (U) Eleven major units encompassing 118 different subordinate elements at 77 different locations were inspected by the IG Office during FY 1986. Fifteen inspection reports were published, totaling 77 findings, 17 commendables, and 59 minor irregularities and deficiencies for internal correction.<sup>22</sup>

IGAR's. (U) There was a slight increase in IGAR's processed by HQ INSCOM detailed IG's during FY 1986, to include those evolving from complaint periods conducted as an integral part of inspections. Ninety-one such IGAR's were completed in FY 1986 compared to 84 in FY 1985. Acting inspectors general at major subordinate units processed 65 additional IGAR's, representing 34 percent of the total IGAR cases as compared to 57 percent in FY 1985. Of the total 156 IGAR's processed by INSCOM IG/AIG's in FY 1986, 19 percent were substantiated, 41 percent were nonsubstantiated, and 40 percent were assistance cases.23

IGAR Category. (U) The IGAR category "Conditions in Unit" was the leading INSCOM category with 22 cases (11 percent of the total). This also is the leading category in the Army as a whole. The next most common categories in FY 1986 were: "Assignment/Reassignment" (19 cases/9 percent); "Civilian Personnel Program" (14 cases/7 percent); "Travel and Transportation" (14 cases/7 percent); and "Pay and Allowances" (13 cases/6 percent). 24

Congressional Inquiries. (U) During FY 1986, 36 Congressional Inquiries were responded to, an increase of two over FY 1985. Of the 36 total inquiries, 11 were defined as assistance cases, 18 as nonsubstantiated, and 7 were substantiated.<sup>25</sup>

IG Inquiries and Investigations. (U) There were seven inquiries and zero investigations completed during FY 1986. There was one inquiry at the close of the period.26

Department of the Army Inspector General (DAIG) Special Inspection of Procurement. (U) On 11 April 1986, INSCOM's special inspection of procurement was completed and resolved all but one finding. However, the DAIG-IO inspected selected INSCOM units during the period April-June 1986 and developed 14 findings. General officer bi-monthly DAIG Fix-It-Task Force meetings, chaired by the Vice Chief of Staff, were held to monitor the resolution of findings developed by DAIG-IO as a result of their inspection.<sup>27</sup>

Army Award for Maintenance Excellence. (U) Two INSCOM units were recognized in the FY 1985 Chief of Staff, Army award for Maintenance Excellence Award Competition. Field Station Augsburg received the first place award in the heavy TDA unit category and Detachment Wobeck was the runner up in the light TDA unit category. The nominees for the next FY 1985 awards are: HHC 513th MI Brigade, light TOE unit; HHC 3d MI Battalion, medium TOE units: Detachment Wobeck, light TDA unit; and Field Station Berlin, heavy TDA unit.28

RPMA Funding. (U) The FY 1986 RPMA programs for AHS and VHFS were funded as follows: AHS - \$5,229,751 and VHFS - \$7,236,000. Expenditures to reduce the backlog of maintenance and repair (BMAR) workload, all at VHFS, amounted to \$204,000. The proposed RPMA for FY 1987 will be as follows: AHS - \$5,177,000 and VHFS - \$7,236,000.29

- CG's Plaque and the First Annual Chief of Staff, Army Supply Excellence Award. (U) The Command Supply Inspections (CSI) team is responsible for the administrative requirements for preparation of the Annual Chief of Staff Army Supply Excellence Award and the Commanding General's Plaque for Supply Excellence. The CG's Plaque is presented to INSCOM units that acore 98 percent or higher on their inspection. The 902d MI Group is the only unit that received the CG's Plaque during FY 1986.

(U) The purpose of the Annual Chief of Staff Army Supply Excellence Award is to provide an incentive at the organizational level to improve the effectiveness and efficiency of supply operations within the total Army force structure, while providing a management tool to ensure standardization of supply support functions and procedures. The program is designed to improve operations within the supply arena and the ability to support and sustain our forces while providing a means for recognizing exceptional performance and standards. INSCOM's Field Station Korea, which is part of the 50lst MI Brigade, Seoul, Korea, achieved the runner-up position in the active TDA company category. The Joint Security Area Command Security Force, Korea, took first place. 30



Leased Vehicles. (U) Effective 1 October 1986, with transition to begin 1 January 1987, HQDA approved conversion of all CONUS, to include Hawaii and Puerto Rico, non-tactical vehicles over to GSA leased vehicles.31

Special Mission Funds. (U) INSCOM processed and coordinated 19 operational projects dealing with issues concerning accountability for property and services purchased with Special Mission Funds. Eighteen operational projects were finalized which established property accountability for approximately \$2,284,000 for equipment procured with Special Mission Funds.<sup>32</sup>

Phillip A. Connelly Award. (U) The dining facility at Field Station Berlin, Andrews Barracks, was nominated to represent INSCOM in the small category of the Phillip A. Connelly Awards Program for Excellence in Army Food Service. This category applies to dining facilities serving 200 persons or less per meal. The dining facility at Field Station Augsburg, Gablingen Kaserne, was nominated to represent the command in the large category, serving more than 200 persons per meal.<sup>33</sup>

Command Personnel Situation. (C) Actual total command strength for FY 1985, and the authorized and actual total command strength for FY 1986 are shown below. 34

				30 September	1985	
<u> </u>	OFF	MO	ENL	TOT MIL	CIV	GRAND TOTAL
Actual						7
•						
				30 September	1985	
	OFF	WO	ENL	TOT MIL	CIV	GRAND TOTAL
Authorized						
Actual						

(U) FY 1986 command personnel strength by unit, see appendix F.

Travis Trophy. (U) The Travis Trophy recognizes the most significant contribution in the field of operations, management, and administration by fixed field stations. NSACSS presented the 1985 award to the U.S. Army Field Station Berlin. See appendix J for a complete list of previous winners.35



Director's Trophy. (U) During FY 1980, Vice Admiral B.R. Inman, DIRNSA, established a new award which would recognize the mobile SIGINT element making the most signficant contribution to the cryptologic community during the calendar year. For 1985, DIRNSA chose the Army's 525th Military Intelligence Brigade, as the winner of the Director's Trophy. See appendix K for a complete list of the year's winner.36

Public Affairs Activities. (U) The office of Public Affairs began a periodic critique of all INSCOM subordinate unit newspapers as part of a detailed review of unit Command Information during FY 1986. However, due to the departure of the Public Affairs Specialist who held the responsibility for the action, the review process was discontinued with the understanding that it would resume with the arrival of a new Public Affairs Specialist in FY 1987. The following is a list of INSCOM publications as of 30 September 1986.37

#### Publication .

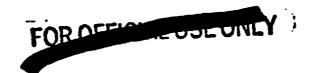
Alamo Wrangle
Augsburg Profile
Red Dragon
The Dagger
Torii Typhoon
Vanguard
Write On
Kunia Underground News
Caribbean Sentinel
Voice
Diogenese Review

#### Unit Publisher

USAFS San Antonio®
USAFS Augsburg
501st MI Group
66th MI Group
USAFS Okinawa®®
Vint Hill Farms Station
CONUS MI Group®®®®
USAFS Kunia
USAFS Key West
USAFS Berlin®®®®®
USAFS Sinop

- The USAFS San Antonio newspaper which was a monthly publication in FY 1985 went to semiannual and then to quarterly publication.
- \*\*Discontinued when USAFS Okinawa closed.
- \*\*\*Name changed in mid-year to Tiger Tales.
- \*\*\*\*Discontinued early in year when editor of USAFS Berlin departed.

INSCOM Today. (U) The command overview briefing underwent its most major revision in more than 10 years during FY 1986. Under the guidance of the DCSOPS, COL Robert M. Bowe, the INSCOM Today Briefings were rewrote to effect more than 75 percent of the text and half of the visual aids. In the process of making the improvements, the briefing was reduced from 55 minutes to 25 minutes, without loss of meaningful content or understanding. 38



Transfer-In-Status Program. (U) This program, implemented and tested in FY 1986, allows the in-status transfer of all SCI-cleared soldiers, regardless of rank, from one assignment/billet to another assignment/billet without having to wait for the clearance once the soldier is at his new assignment. A local security indoctrination is built-in: paperwork is reduced, and soldiers can work their SCI-related jobs upon arrival. This program directly impacts on improved support to INSCOM field stations, communication centers, and high-level staff assignments. There are some bugs to be worked out-changes of assignments enroute; lack of pinpoint assignments; total coordination within SSG-but the program is off to an excellent start. In billet management, there was a 6 percent increase to after annual reviews) of SCI billets in FY 1986 and the automation of the area is about one-quarter complete.39

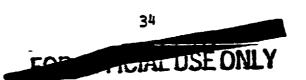
Request for Service (RFS). (U) The DCSIM prepared and processed 102 RFS actions during FY 1986. RFS actions are used to request circuit start up, circuit cancellation, and circuit changes. 40

Communications Service for INSCOM's New Building at Fort Belvoir.

(U) IAW DOD Directive 4640.7 and DOD Instruction 5335.1,
administrative telephone service 200 INSCOM at Fort Belvoir will be
provided by Defense Telecommunications Service-Washington (DTS-W).
All communications services provided will comply with DIAM PAAM 5-3
requirements.41

Army of Excellence (AOE) Reorganization. (U) This Army-wide action-was accomplished to standardize unit organization within the Army. AOE changed MI groups to brigades within INSCOM. DCSIM provided tactical communications assistance during the formation of the MI battalion (imagery interpretation), which will be assigned to each theater MI brigade. The conversion of MI groups to brigades also involved the introduction of force modernization packages to improve the communication capability for the brigades. This action was initiated in 1984, and essentially replaced outdated equipment with new equipment. 42

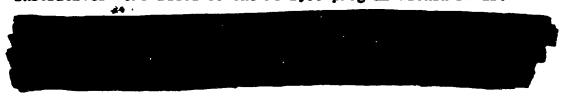
Mobile Tactical Communications Center (MTCC). (U) The U.S. Army Signal Center announced significant changes to the fielding of the MTCC in 1980-90. Previously, INSCOM was to receive six units, each going to the groups/brigades. This policy was changed; all MTCC's would now be issued only to-signal units. INSCOM will not own or operate the MTCC, a move that reflects the U.S. Army Signal Center's desire to keep the communication mission within signal units. 43





Introduction of the KL-43. (U) DCSIM received the first MACOM level issue of the KL-43, an off-line crypto device used on dial-up telephones. The KL-43's were used during Exercise PRESENT ARMS 86 by exercise participants. DCSIM also conducted training sessions in the DCSOPS exercise cell, and to the U.S. Army Field Station Kunia operations section. The KL-43 will be issued to all MACOM's for off-line secure telephone use. 44

Combined Cryptologic Program. (U) Congressional cuts and budget constraints imposed in an effort to balance the budget have begun to affect INSCOM's programmed growth for the outyears. No new initiatives were added to the FY 1988 program within DU41B.



(U) Directly related to congressional cuts was the loss of funds for the HQ office automation project. All that remains of a 5-year programmed effort are the funds for FY 1988.45

The Headquarters Information Center (HQIC). (U) The HQIC formally opened its door on 24 February 1986, at a ceremony presided over by M3 Harry E. Soyster, Commanding General, USAINSCOM. A contract with American Management Systems (AMS) to operate the HQIC began in March 1986, at which time the HQIC became fully operational, providing technical support, consultations, educational assistance, and advice on personal computer software products, standards, and acquisition. The HQIC assists approximately 20 individuals per week. It is also involved in assisting specific HQ INSCOM staff elements which have complex, one-time requirements for either technical assistance or consultation. The HQIC's major undertaking is the in-house training of the HQ INSCOM staff in the use of the standard office automation equipment—WANG. A training plan was developed for the use of the OA equipment and training began on 30 August 1986.45

INSCOM Journalist of the Year. (U) U.S. Army Field Station San Antonio was named "INSCOM Journalist of the Year" in October 1985.47

CIVPER Classification Surveys. (U) The following position management and classification surveys were completed in FY 1986: ASA, Detachment O, DCSPPM/SAA, Officers' Club and NCO Club, DCSRM, DCSLOG, USAISC-AHS, and major portions of DCSOPS, AVISA, and ITAC. Four hundred and eighty-six positions were reviewed during the conduct of these 10 surveys. The FY 1987 survey schedule has been published and distributed to all activities. 48

New OPM Classifications. (U) Several new OPM classification standards were received during FY 1986. Those few that were applicable to the HS serviced population included the Personnel Clerical and Assistance Series (GS-203) and Paralegal Specialist Series (GS-950). Both standards were implemented well within the prescribed time frame of 180 days for application. A test application of the draft EMSGEG (Executive, Managerial, and Supervisory Grade Evaluation Guide) was conducted in July. This standard has not yet been published in final form by OPM.

Performance Appraisal System. (U) The Department of the Army revised the performance appraisal system and on 23 May issued the Performance Management System to all MACOM's. This system set forth several major changes including employee coverage, rating forms, and summary rating levels. Training on the new system was provided by the Management and Employee Relations (MER) Branch to approximately 140 supervisors.

- (U) There was a noted improvement in the timeliness and quality of performance appraisal: 65 percent of the Performance Management Recognition System (PMRS) ratings and 70 percent of the GS ratings were received within 60 days of the end of the rating period. The rate of delinquent appraisals decreased from 14 percent to 7 percent. 50
- DA Permanent Part-Time Employment Program. (U) The DA goals for the Permanent Part-Time Employment Program (one position for every 80 permanent positions) were not met during FY 1986. However, at the time of submission of this report, the DCSRM, had agreed to allocate two permanent part-time positions to the AHS Garrison. With the allocation and subsequent fill of these positions in FY 1987, some progress is expected next year. 51
- DA Intern Training. (U) Ten DA interns graduated from the Intern Training Program during the fiscal year. Graduation from the program is based upon satisfactory completion of on-the-job training and formal training courses as outlined in their respective training program plans. The intern graduates were placed into permanent positions within the command.
- (U) Nine DA interns were employed during the year to participate in a 2-year training program. The entry grade was GS-05 with promotion potential to GS-09 with the exception of two civilian personnel administrative interns. The total interns on board at the end of the fiscal year equals 18.52

EO (Equal Opportunity) and EEO (Equal Employment Opportunity)
Complaints. (U) In FY 1986, two EO complaints and twelve EEO
complaints and inquiries were processed. Of these, one EO
complaint was resolved through the chain of command and two EEO
complaints became formal and were sustained. One EEO complaint was
resolved at the command level. The other was resolved after a U.S.
Army Civilian Appellate Review Agency fact finding conference on 11
August 1986, was pending resolution at the end of the fiscal year.
At the end of FY 1986, there were two active formal complaints of
discrimination within the command.53

Purple Heart Recepient. (U) SGT Jeffrey Sutton of the 766th MI Detachment was awarded the Purple Heart Medal in a ceremony held on 23 July 1986 for wound received during a terrorist attack on the La Belle Discotheque in Berlin-Steglitz during the early morning hours of 5 April 1986.54

Contract Support Activity. (U) The activity came into existence on 21 May 1985 to perform a new mission acquired by HQ INSCOM, supporting the DCSLOG. The activity provides the required supervisory, technical review, staff guidance, and contract oversight necessary to act as Head, Contract Activity (HCA) for procuring supplies and services in support of classified intelligence operations; establishes and operates an activity to support CONUS requirements for secure intelligence procurement in accordance with appropriate guidelines stated in the Federal Acquisition Regulation (FAR), Defense and Army FAR supplements; establishes and operates sufficient activities to support INSCOM worldwide (OCONUS) requirements for secure intelligence procurements in accordance with appropriate guidelines stated in the Federal Acquisition Regulations and Defense and Army FAR supplements.55

Safety Program. (U) The command goal in FY 1986 was to reduce accidents in all categories at least 10 percent over the FY 1985 rate. The emphasis on safety at all echelons of command resulted in reaching the overall 10 percent reduction despite a increase in Army military vehicle accidents. The command remained under the Armywide rate in all categories of accidents by a considerable margin. 56

Alcohol and Drug Prevention Program. (U) The Alcohol and Drug Counselling Officer (ADCO) position which had been vacant since April 1985 was filled in April 1986. During FY 1986, the Army instituted the Tobacco Cessation Program of which a major part was an antismoking campaign starting in July 1986. Smoking became prohibited in Army-controlled buildings, except where specifically authorized. Also in FY 1986, the Army and INSCOM started 100 percent testing for the virus that causes AIDS. Testing was almost complete by the end of the fiscal year. 57

Implementation of the Enlisted Distribution Target Model (EDTM) and the Enlisted Distribution Plan (EDP). (U) The ODCSPER EDTM and EDP were enacted during the 1st Qtr of FY 1986 as a method of distributing the available force to the various MACOM's.

(U) MOS and grade imbalances, averages, and shortages will be distributed among the various MACOM's on a "fair share" basis. Each command's "fair share" will be determined based on DAMPL priorities, missions, and other factors. Assets will be distributed based on projected authorizations contained in the Fersonnel Management Authorization Document (PMAD), and should achieve a Minimum Acceptable Level of Fill (MALOF) at least to the MACOM level. Provisions have been made to selectively manage certain MOS's as required.58

Enlisted Retirements. (U) Thirty-two requests for voluntary retirement were approved by this headquarters in FY 1986. This figure does not encompass all enlisted retirements within INSCOM in that an unknown number were approved by other approving authorities as authorized by paragraph 12-2, AR 635-200. Other cases were processed by this headquarters, and approved by HQDA.59

Enlisted Personnel Strength Posture. (U) Enlisted personnel posture by MOS (EW/Crypto and HUMINT MOS's) is shown in the table below. 60

Table 5. - Enlisted Personnel Posture for FY's 1985-1986.

_			11 of Fill
05D CEE 05K 33M 33P 33P 33P 33P 39P 96D 97D 97D 97C 97E 97E 97E	124 141 135 104 117 80 86 68 80 39 455 90	121 117 97 93 96 105 67 100 110 91 99 46 108	120 106 80 103 102 53 87 96 89 97 100 127

## CIAL LISE ONLY

<u> ZCM</u>	4th Qtr	Percent	4th Qtr	INSCOM	DA
	PY 1985	Of	FY 1986	Percent	Percent
	Auth/Asg	Fill	<u>Auth/Asg</u>	Of Fill	Of Fill
92G 98J 98Z		99 124 95		89 .2 102 . 94	81 97 81

1. MOS 05G converted to MOS 97G.

MOS 33S converted to MOS 33M, 33P, 33Q, 33R, 33T
 MOS 96C converted to MOS 97E.

Table 6. - Enlisted Personnel Strength Posture by Area and Unit. (As of 30 September 1986) .

<u>Unit</u>	Authorizations	Assigned
European Area Field Station Augsburg Field Station Berlin Field Station Sinop USA Cryptologic Support Group 66th MI Group USA Russian Institute USA Foreign Lang Trng Ctr Europe TOTAL		
Panama Area 470th MI Group MI Battalion (LI) Field Station Panama TOTAL  MAIT Team USA MAIT Team USA Mission Support Activity TOTAL		
Pacific Area Field Station Kunia ITIC-PAC 500th MI Group 501st MI Group		

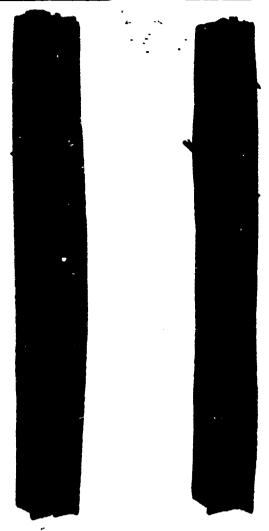
#### Unit

CONUS Area Admin/AV Support Activity Automated Survey Det Admin Survey Det Central Security Facility CONUS MI Group Finance Accounting Activity 513th MI Group Foreign Material Intelligence Group USA Garrison, AHS HO INSCOM HQ Support Activity Intel Exchange and Support Ctr Field Station Key West 902d MI Group Operational Group Field Station San Antonio Foreign CI Activity Special Security Group USA Garrison, VHFS TOTAL

INSCOM Consolidated
European Area
Panema Area
MAIT Team
Pacific Area
CONUS Area

Authorizations

Assigned



Retention Conference. (U) INSCOM Retention Office hosted the FY 1987 HQDA CONUS Retention Conference at San Antonio, Texas, during the period 6 October through 10 October 1986. It was the largest such conference ever held, with over 260 attendees. The conference included speakers from the Soldier Support Center, Fort Benjamin Harrison, Indiana, and briefings by members of the Department of the Army Staff and U.S. Army Military Personnel Center in addition to items of specific interest. Attendees included all senior retention NCO's and principal reenlistment NCO's from INSCOM as well as representatives from PORSCOM, TRADOC, USAREUR, Health Services Command (HSC), and Information Systems Command (ISC) commands. 61

Retention NCO of the Year. (U) SFC James Taylor, U.S. Army Field Station Kunia, Wahiawa, Hawaii, was selected as the INSCOM Retention NCO of the Year for FY 1985. SFC Taylor appeared before the HQDA Retention NCO of the Year Board in January 1985, but was not selected as the HQDA Retention NCO of the Year. 62

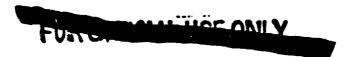
HQDA Retention Award. (U) USAINSCOM was presented the HQDA Reenlistment Award for FY 1985 at the meeting of the DA Reenlistment Steering Group in February 1986.63

FY 1986 Retention Statistics. (U) a. The retention goals established by HQDA for FY 1986 were 426 Initial Term, 254 Mid Career, and 244 Career. Minimum acceptable achievement is 100 percent in each reenlistment category.

#### b. Actual INSCOM achievements:

Total FY 1986 per DCSPER 398	Initial Term	Mid Terr	Career
	537	364	290
Percent achieved	126%	143%	1195

c. For FY 1986, INSCOM has an initial term quality point average of 79.6 compared to the Army goal of 66, and the Army-wide average of 69.9. INSCOM is the leading MACOM in retaining quality initial term soldiers. 64



Retention Rates of CMF 98 and 33 (SIGINT) MOS for FY 1985. (U) In CMF 33 and 98, the Total Army retention rates for FY 1986 were down significantly from FY 1985. A breakdown is shown in the following table. 65

#### INITIAL TERM

USAINSCOM Army Minus INSCOM Total Army	Eligible	Reenlisted	Percentage 43 33 38
USAINSCOM Army Minus INSCOM Total Army	HE HE	D TERM	68 64 66
USAIRSCOM Army Minus INSCOM Total Army	2	AREER	86 81 83

Winth Annual USAINS COM Organization Day. (U) On 26 September 1986, Major General Harry E. Soyster, INSCOM Commander, officially recignized recipients chosen for their cutstanding performance and meritorious mervice during FY 1986. Eight awards were presented, to include a new addition—the Commander's Plaque for Operational Achievement. Three of the eight awards went to OCONUS command, U.S. Army Field Station Eunia.

(U) The presentation included awarding Russell J. Heinen, Chief of Internal Review in the Office of the Chief of Staff, with the Albert W. Small Award; Captain Albert S. Chastain, Jr., Field Station Kunim, with the Colonel Richard F. Judge Military/Civilian Team Improvement Award for military recipient and Mr. Dana A. Spaulding, INSCON Limiton Detchment NSA, as the civilian recipient; Mr. Wayne S. Smith, U.S. Army Field Station Kunim, was presented the Jackie Keith Award; Ms. Gilda L. Brown, DCSLOG, with the Virginia McDill Award; Ms. Gilda L. Brown, DCSLOG, with the Equal Employment Opportunity Award; Mr. Robert A. Baptiste, U.S. Army Field Station Kunim, with the Annual Wage Grade Award; Ms. Sherlean Wayland, DPCA, USAG VHTS, the nonappropriated Fund Employee of the Year Award; and Staff Sergeant Debora J. Carpenter, U.S. Army Field Station Kunim, with the new Commander's Plaque for Operational Achievement.

(U) The DCSOPS History Office, Public Affairs Office, and the Audiovisual Information Services Activity contributed significantly to the ceremony with an excellent 10-minute slide/audio presentation on Army Intelligence history and INSCOM. 66

INSCOM Grade Rollback Program. (U) During FY 1986, INSCOM continued its policy of directing that all nonsupervisory GS-11 and GS-12 positions be filled at the GS-09 level or lower in an effort to comply with the OMB/OPM directed 1.5 percent reduction in GS/GM 11-15 strength program. During FY 1986, INSCOM increased its GS/GM 11-15 population by just 5 positions, an increase of 0.63 percent. This slight growth occurred in spite of many new civilian authorizations, to include military to civilian conversions. INSCOM's GS-01 through GS-10 population increased by nine positions (a 1.10 percent increase). This balanced growth was due mainly to this innovative Position Management Program. 67

Management Employee Relations. (U) An average number of grievances, appeals, and IG complaints were processed in DCSPER during the year as follows:

- 4 PMRS rating grievances
- 1 PMRS informal rating grievance
- 1 Management reclama on PMRS rating
- 1 Congressional complaint
- 3 IG complaints
- 1 MSPB appeal
- 4 Grievances
- 1 Legal suit
- (U) A somewhat larger than average number of awards were processed.
  - 1 National Intelligence Medal of Achievement (Central Intelligence Agency)
  - 3 Decorations for Exceptional Civilian Service
  - 12 Meritorious Civilian Service Awards
  - 7 Commander's Awards for Civilian Service
  - 4 Large monetary awards to include a Suggestion Award
- (U) Several command letters were also published--one on "Delegation of Authority to Exigencies of the Service" and one on "Disciplinary Action for Civilians Following Violation of Administrative Security Regulations or Procedures." In addition to these letters, seven newsletters for supervisors were published on a variety of civilian personnel management topics to include: a summary of the new Federal Employee Retirement System. 68

TNSCOM Average Grade. (U) The DA average grade ceiling assigned to INSCOM is 9.17. The FY 1985 average grade was 9.11. During FY 1985, the average grade increased 9.12.69

New CPM Classification Guide for Managers and Supervisors Proposed.

(U. CPM proposed a tentative new classification standard by which supervisors and managers will be graded. INSCOM test applied the new standards to 20 positions. The results were as follows: 12 positions (60 percent) maintained their current grade; 6 positions (30 percent) were downgraded; and 2 positions (10 percent) were upgraded. It remains to be seen if this standard will ever be adopted federal-wide. 70

Development of a SES Position. (U) The only scientific and technical position at INSCOM was converted to the first SES position in September 1986. It is titled: Deputy for Policy and Development, ES-301. The position will report directly to the CG, INSCOM.71

ABS Task Force to Coordinate Relocation of INSCOM to Fort Belvoir.

(U) In June 1986, Arlington Hall Station established a task force to oversee the details from physical relocation to personnel relocation to Fort Belvoir in May, 1988. Civilian Personnel Training Division (CPTD) is the DCSPER representative on the task force. Civilian Personnel Division (CPD) responsibilities include informing employees of their rights regarding the move and attempting to resolve potential problems before the move actually occurs. 72

ISA/FGGM Pealignment. (U) In July 1986 the decision was made to close the INSCOM Support Activity at FGGM. DCSPER was an administrative liaision for the activities at Fort George G. Meade. This action was accomplished in order to consolidate resources. Seven positions were abolished but all employees were placed in other positions with no loss of personnel.73

Upward Mobility Program. (U) The Upward Mobility Program (UMP) has been a reporting item for the INSCOM Review and Analysis Program (IRAP) for the past 2 years. The FY 1985 represented a growth year in which the number of participants increased 100 percent (6 positions to 12 positions). Command emphasis continued to promote a significant increase in INSCOM participation in the UMP. During FY 86, the INSCOM goal of 13 positions filled was achieved for the first time. The goal subsequently was exceeded by two positions as a result of 4th Quarter, FY 1986 accomplishments. The program is an important element of the INSCOM affirmative action effort. The number of UMP participants has increased by 250 percent in the past two fiscal years. 74

Intern Process. (U) The FY 1986 average quarterly till rate for interns was 98-plus percent. This was the result of prior planning accomplished within each training activity and advance recruitment. A perfect record (100 percent) for the placement of intern : graduates into permanent spaces was again achieved in FY 1986. For the sixth consecutive year, it was not necessary to request HQDA assistance to place any command intern graduates. Twelve interns graduated from the program during FY 1986. A major and continuing program initiative is the shifting of intern spaces from the command headquarters to field training sites. The reason for this initiative is that technical skills are best developed in the field rather than in MACOM headquarters staff activities. The headquarters to field ratio of spaces in June 1985 was 13:12 or 52 percent to 48 percent whereas in June 1986 the headquarters to field ratio was 10:16 or 38 percent to 62 percent. 75

Ecual Employment Opportunity Program. (U) The following is a brief command overview of USAINSCOM's efforts in eliminating underrepresentation of women and minorities in mid and senior level positions in the workforce: 76

### As of 30 September 1985

	<u>GS-9</u>	GS-10	<u>GS-11</u>	<u>GS-12</u>	<u>GS-13</u>	<u>GS-14</u>	<u>GS-15</u>	Total
White Female	43	2	54	46	8	1	0	154
Eleck Male	4	2	4	14	4	1	0	29
Black Female	6	Đ	9	8	1	0	0	24
Hispanics Male	3	O	Đ	6	3	0	1	12
Eispanics Female	1	0	1	2	0	0	0	4
AA/PI MELO	3	1	9	27	8	1	1	50
AA/FI Female	0	O	ì	3	0	Ð	0	2
AI/AN Male	. 0	Ð	0	1	0	1	0	5,
AT/AN Female	Ō	0	0	D	Đ	D	0	0

#### As of 1 October 1986

	<u>CS-9</u>	GS-10	<u>CS-22</u>	<u>GS-12</u>	<u>GS-13</u>	<u>GS-14</u>	<u>CS-25</u>	Total
White Female	39	2	56	<b>55</b> '	5	· 0	. 0	157
Black Male	5	1	10	17	1	1	·0	35 29
Black Female	12	0	10	7	0	0	0	29
Hispanics Male	2	٥	3	· 3	2	0	Đ	10
Hispanics Female	1	0	1	2	0	0	0	4
AA/PI Male	4	1	8	· 25	8	0	0	116
AA/PI Female	1	0 .	1	2	Đ	Đ	0	Ħ
AI/AN Male	0	0	0	1	3	0	0	4
Al/AN Female,	Ŏ	0	D	0	0	0	0	0

Morale and Welfare. (U) The Installation Morale, Welfare, and Recreation Fund (IMWRF) concept was approved in FY 1986 for implementation in FY 1987. The IMWRF consolidates all nonappropriated funds (NAF) and business operations on an installation incorporated into a single fiscal entity. This restructuring of both the financial and business principals allows the installation commander to apply all available NAF resources to Morale, Welfare, and Recreation (MWR) programs and facility requirements. It also provides the means to ensure the efficient use of resources in support of MWR Programs and to maximize the amount of NAF available for Capital Purchases/Minor Construction (CPMC) and NAF major construction. Each installation is required to submit a plan through channels to OSD for approval. The IMWRF is scheduled for implementation at AHS and VHFS on 1 October 1986.

(U) HQDA was successful in obtaining funds to support many of family programs. Vint Hill Farms Station and Arlington Hall Station received support through Programs Development Increment Package (PDIP). These funds supported many areas within Army Community Services (CS) and Child Development Services (CDS). Funds which were passed to the DPCA at VHFS were executed in an outstanding manner. Funds allocated to AHS were diverted to other requirements since they do, not provide family support services. These funds will be diverted to VHFS in future years. Although \$122K was allocated to VHFS, only \$72K was actually obligated for the intended purpose. The installation used \$50K of these funds to help offset Gramm-Rudman-Hollings cuts in BASEOPS. Distribution of funds allocated by HQDA is as indicated.



156# 156# 156# 156# 1563	Purpose Army Family Child Care Financial Planning Army Family Services	VHFS 8 60K 8 17K 8 45K	# 7K \$ 15K
••	Family Advocacy	<u>\$ 10%</u>	
TOTAL		\$132K	\$22K

(U) Construction on the community center at VHFS proceeded at a less than desirable pace. Although originally scheduled for completion in April 1986, the finishing touches were still being applied at years end. Occupancy is now planned for November 1986. A part-day preschool, which will ultimately be housed in this new facility, will open the 1986-87 term in the post chapel. Vint Hill Farms is a proactive installation and has implemented many new programs within the family support arens. 77

Command Officer Personnel Strength. (U) The command strength as of 30 September 1985 was proficers and warrant officers. This was an increase of conficers and warrant officers compared to the end of FI 1984 strength. As of 30 September 1986, the strength had increased to compared to the end of FI 1984 strength.

Badge System at 174th MI Company. (U) The 174th MI Company implemented a badge system in April 1986 to enhance security.79

New Attorney Advisor Position. (U) During FY 1985, the CG USAINSCOM was designated a head of Contracting Activity (HCA) by HCDA. This designation was in response to a need to form a dedicated element within the Army for secure environment contracting. The formation of this element was completed in FY 1986. The office of the SJA played a major role in its successful operation. The TDA for this HCA contains a space for a GM-13 attorney-advisor, the incumbent of which is under the technical supervison of the SJA. As of the close of FY 1986, the position was filled by Mr. Robert M. Echols. 80

Military Justice. (U) By General Order No. 6, signed by John O. Marsh, Jr., Secretary of the Army, dated 1 May 1985, the CG USAINSCOM was designated, pursuant to Uniform Code of Military Justice Article 22(a)(6), to convene general courts-martial. A breakfown of the military justice reports revealed the following statistics.81

#### ARTICLE 15's

FY 1985: 605

FY 1986: 127 Summarized

476 Formal 603 TOTAL

#### COURTS-MARTIAL

FY 1985		FY 1986	
Summary	9	Summary	2
Special	7	Special	6
General	8	General	13
TOTAL.	21	TOTAL	21

#### ,DRUG OFFENSES

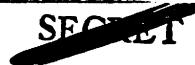
FY 1985: 109 FY 1986: 105

#### FY 1985 ADMINISTRATIVE ELIMINATIONS

(AF 635-200)		
Chapter 5	(Sep for Convenience of Govt)	17
Chapter 9	(Alcohol or Drug Abuse)	4
Chapter 10	(Discharged for Good of Service)	6
	(Separated for Unsuitability)	21
	(Separated for Misconduct)	27
	(Separated for Homosexuality)	2
All others:	•	30

#### FY 1986 ADMINISTRATIVE ELIMINATIONS

Chapter 5	(Sep for Convenience of Govt)	32
	(Alcohol or Drug Abuse)	9
	(Discharged for Good of Service)	7
	(Separated for Unsuitability)	2
	(Separated for Misconduct)	34
Chapter 15	(Separated for Homosexuality)	2
ell others		58



INSCOM Worldwide Training Conference. (U) The annual INSCOM Worldwide Training Conference took place the week of 3 September 1986 at the Hyatt Regency Hotel, Crystal City, Virginia. The conference was designed around the theme "Values in Training." During the course of the conference, BG Walker expressed concern over the high turnover of trainers in INSCOM units. He noted that of the 34 personnel from INSCOM units in attendance, only six had been present at the previous conference. He was further disappointed that only one unit had elected to send its S-3. BG Walker messaged INSCOM units that "I believe we are putting good people in our training jobs. We just are not keeping them there long enough. Training is one of our highest priorities in INSCOM; we can't do our job without excellent training. We cannot fill these vital positions with someone who will only be in that job a short time while awaiting another job, or who is there for an orientation or OJT program." The general suggested that trainers be kept in their jobs for at least 18 months, or for the entire tour of duty in a short tour area. 52

Collection Management. (2007 ONN) During FY 1986. requests for TAREX support increased substantially.

This was an even more impressive figure in view of the fact that a good number of individual requirements could never be totally satisfied because of their very nature.83

Automation. 12 No. onn; Efforts to automate TAREX operational and administrative records-keeping continued during FY 1986.

The primary software packages adopted were DB-JII, LOTUS 1-2-3, and WDRDSTAR. In October 1985, a TAREX representative was appointed Computer Officer/Office Automation Officer. During the course of FY 1986, an effort was initiated to involve INSCOM's Automated Systems Activity in TAREX applications software maintenance.84

Collector of the Year Award. Across The Chief of TAREX Detachment Korea (TAREX Det-K), Mr. John E. Conrad, received the Collector of the Year Award

or his contributions to U.S. intelligence during 1955-5. The award recognized outstanding contributions made to the national effort.

The award indicated the increasing acceptance of the TAREX program and its cross-disciplinary concept of operations by the national community.85



REDTRAIN Training Program. (U) Although REDTRAIN has proved to be one of the most valuable training programs available to the unit commanders, both the Active Component (AC) and Reserve Component (PC) report problems in purchasing off-the-shelf equipment using REDTRAIN funds. This report is based on approximately 90 percent of the AC second half semi-annual REDTRAIN reports and 60 percent of RC second half reports. Several procurement officers indicate although AR 350-3 authorizes such purchases, it is not a recognized authority. Suggestions have been made to update AR 350-3 and logistics regulations to reflect correct procedures and references for procurement of off-the-shelf items using REDTRAIN funds.

- (U) RC organizations continue to reflect major problems in the identification and tracking of REDTRAIN funds. AC units express a concern that REDTRAIN funds will decrease as TROJAN facilities come on line, pointing to the fact that most TROJAN facilities will have only four positions and will be available on a limited basis. AC units also expressed the concern that some organizations and personnel tend to forget that TROJAN is a COMINT facility and provides no training for either CMF 96 or non-intelligence personnel working in intelligence positions.
- (U) At the same time, the RC reports indicate that Combined Training Facilities (CTF) continues to be both a blessing and a curse. Commanders acknowledge that the CF program offers invaluable skill refresher training for their personnel, but they are concerned that 12 days dedicated to CTF activities out of the available 39 training days seriously hampers their ability to conduct integrated unit and team training and poses potential major disruption as units start transitioning from current to RC CEWI, structures.

Technical Intelligence. (U) In December 1985, the results of an ODCSPPM staff study was briefed to a headquarters Executive Committee (EXCOM) regarding a 513th MI Group proposal to modify the Tactical Technical Intelligence (TAC TECHINT) structure developed under ACE and the present TDA organization that supports the Army's worldwide Opposing Forces (OPFOR) Foreign Materiel for Training (FMT) Program. The EXCOM approved forwarding to HQDA a proposed structure that has a Foreign Materiel Intelligence Group (FMIG) directly subordinate to HQ INSCOM with the mission to provide centralized management and support for Army TAC TECHINT training, ensure operational readiness of active and reserve TAC TECHINT training, and manage the Army's OPFOR FMT Program. A concept plan requesting permission to reorganize will be submitted in January 1986 to HQDA IAW AR 310-49. The proposed activation date for the new structure is 4th Quarter, FY 1986.87

Technical Languages Systems Incorporated (TLSI) Proposal. (U)
INSCOM launched a MACOM-wide Command Language Program (GLP)
effective 1 October 1985. In accordance with Regulation 350-3
(chapter 1, para 1-7d) responsibilities of subordinate commanders
are formally established. Commanders have been tasked with
language enhancement without additional technical or manpower
resources. INSCOM headquarters has always regarded diagnostic
testing as a key factor in units CLP methodology. INSCOM is
considering a language training proposal to contract TLSI to
provide diagnostic testing and remedial training to a controlled
group of Russian linguists so that INSCOM can evaluate the
potential of such a Contracted program for command-wide
applicability.88

Army Biographic Repository. (U) On 27 September 1985 ACSI, DA approved a decision of CG, INSCOM to discontinue maintenance of the Army Biographic Repository at Fort Meade in FY 1985. On 29 October 1985, ADCSOPS-HUMINT forwarded a letter to DIA alerting them to this decision and seeking DIA comments/recommendations on ultimate disposition to the biographic files. On 10 December 1985. DIA/Directorate of Research (DR) notified INSCOM that they were interested in taking all the files. DIA is presently negotiating to recrient several Reserve programs to utilize the manpower necessary to integrate/utilize the material now in the Army biographic files. DIA biographic analysts will work closely with the reservists to ensure proper integration of the material. ADCSOPS-HUMINT anticipates transfer of the files to DIA to be completed by 31 March 1986. As soon as details and dates are worked out with DIA, all units that provide information to or use the biographic repository will be advised of new procedures to feller

Military Construction Army (MCA) Program. (U) The Authorization Eill for FY 1986 MCA projects was signed into law on 3 December 1985 and the Appropriation Bill on 10 December 1985. Budget cuts will have a big impact on the INSCOM FY 1987 MCA Program, and as in FY 1986, we won't have FY 1987 MCA projects until Congress approves and appropriates the projects. The FY 1987 MCA Program is not final at DA yet, but it is anticipated that five INSCOM funded projects will be in the program totaling \$20,000,010. The MCA construction lists forwarded with the FY 1988-92 PARR submission will follow programming guidance from DA, limiting the INSCOM program as follows:

51

FY	GUIDANCE (\$000)
1988	\$13,809
1989	\$10,504
1990	\$13,936
1991	\$34,098
1992	\$34,098

(1) The trend is toward increased fiscal restraint through the programming years. Greater emphasis on describing, validating, documenting, and justifying requirements will ensure INSCOM retains its share of construction funds to support the mission. 90

EQ INSCOM Facility at Fort Belvoir. (U) Congress has approved and funded the project, and design of the FY 1986 MCA project for a new headquarters at Fort Belvoir is nearly complete. The design firm has provided the Baltimore Division, Corps of Engineers, a final design package, and once review comments are incorporated, the design effort will be complete. Construction of the new facility should be complete in the Spring of 1988, with occupancy of the new facility anticipated in the Summer of 1988. The specific time schedule may change, but ont fact remains—INSCOM HQ will move to Fort Belvoir.91

Non-Tactical Vehicles (NTV) Update. (U) HQ USAINGCOM received an initial allocation of 289 vehicles for procurement from FY 1986 funds based on a projected requirement of 446 vehicles. In order to obtain other critically needed vehicles not allocated to the command (i.e., fire trucks and ambulances), it was necessary to trade off 39 sedans and 1 bus to stay within the budgetary constraints imposed by Congress. This action reduced the HQ FY 1986 vehicle allocation from 289 vehicles to 244. Subsequent to the passing of the Gramm-Rudman-Hollings legislation requiring a talanced budget by 1991, the command received an additional reduction of 33 sedans and 3 buses from the FY 1986 allocation. This action reduced the command's FY 1985 vehicle allocation to a total of 202 vehicles for distribution command-wide. While this additional reduction may not have a severe impact on vehicle assets throughout the command, it will require an additional expenditure of funds to maintain selected overage/overmileage vehicles beyond their normal life expectancy. Consequently, the latest reduction will alter the initial planmed distribution of vehicles to subordinate units and require organizations to become more dependent on leased vehicles.92

Dissolution of INSCOMBA. (U) The Board of Governors voted to dissolve INSCOMBA effective 1 September 1986. The association discontinued the paying of Death Grants and registering dependents for tuition assistance unless the member was eligible for the benefits on or before 31 August 1986. A trust was established to satisfy all tuition assistance requests from those dependents who were or became eligible on or before 31 August 1986. All INSCOMBA funds raised were discontinued immediately.93

HCIC Newsletter. (U) The HQIC opened its door on February 21, 1956, at a ceremony presided over by MG Harry E. Soyster, Commander, INSCOM. Since the opening, HQIC personnel have produced a monthly newsletter that covers areas of interest to end-users and ADF personnel at HQ INSCOM, the field stations, and MI groups. Fertinent areas considered in the newsletter are mainframe software, personal computer software, hardware, educational advice, special articles, and security issues. 94

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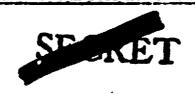
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       <u>lbic., pp. 8-13.</u>
  4.
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  5.
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  7.
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  8.
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 10. FY 1986, CSO AHR (U), p.4.
  11. <u>Ibid.</u>, pp. 4-6.
12. FY 1956, DCSIM AHR (C), p. 11.
  13. <u>Ibid.</u>, p. 12.
 14. <u>Ibid.</u>, p. 16.
  15. Ibid., p. 16.
 16. <u>Ibid.</u>, p. 20.
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 18. <u>Ibid.</u>, pp. 27-28.
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        dtd 7 Oct 25 (D).
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### Chapter V

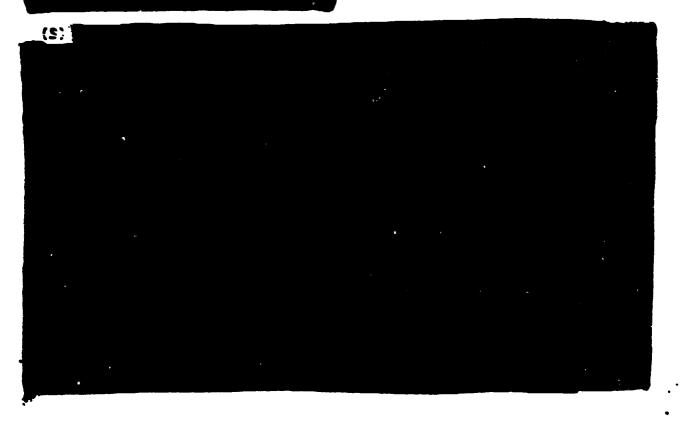
#### OPERATIONAL ACTIVITIES

#### Multidiscipline

ME Estation (Low Intensity). 46) On 6 August 1984, a memorandum from the Vice Chief of Staff of the Army to the CG INSCOM tasked INSCOM to deploy intelligence systems

### Aln response, INSCOM developed the

To integrate management of these assets and other new technologies, the Chief of Staff of the Army approved the concept of fielding a Military Intelligence Battalion (Low Intensity) (formerly the Aviation Intelligence Battalion) on 10 October 1985. The unit was activated at Lakehurst, New Jersey, on 2 April 1986 out of assets formerly assigned to the Echelon Above Corps Intelligence Company (EACIC)







The the end of FY 1986, it was decided to propose to EQ . INSUUM that Company A be redeployed to Fort Huachuca, Arizona, to carry out shakedown, testing, and integration of a new mix of systems prior to rejoining its parent unit in January 1988.

501th MI Group Issues. 107 During FY 1986, INSCOM planners continued to perfect the concept of conventing the Japan-based 500th MI Group into an MI Brigade Pacific (- Korea) with a better capability of supporting the Army's needs in the Pacific theater. The initial operational concept called for this to be accomplished by resubordinating ITIC-PAC to the 500th MI Group on 1 October 1986 and subsequently relocating the collection management, intelligence analysis, production, and dissemination functions currently being carried on in the group headquarters and headquarters company to Hawaii.

Helocation of the 500th MI Group's headquarters from Japan to Hawaii was expected to bring a number of operational benefits. It would facilitate the envisaged future establishment of a brigade with a predominantly Reserve Component force structure of CONUS-based units.

Finally, a Hawaiian base for the 500th MI Group would enhance INSCOM's direct support to WESTCOM and offer a rich language/cultural environment for recruiting U.S. citizens to replace the rapidly declining non-U.S. personnel base of the Asiam Studies Detachment in Japan.2





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#### ELMINT/TAREX

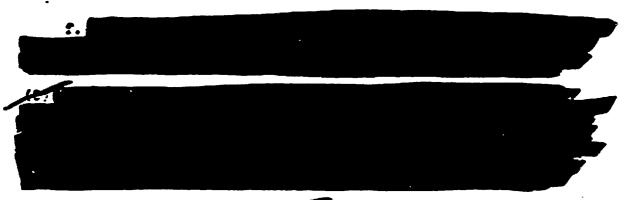
EC Personnel Constraints. (U) Management of the HUMINT discipline within INSCOM was adversely affected during FY 1986 by the consolidation of all elements at DCSOPS at Arlington Hall Station. Although the move greatly sided the functioning of DCSOPS as a : whole, the impact on the elements previously stationed at Fort Meade was severe. Over 50 percent of the HUMINT staff declined to make the move. All clerical personnel resigned and opted to seek other employment at Fort Heade, and only 7 of the 22 military personnel assigned to ADCSOPS-HUMINT at the beginning of 1986 were still with the HUMINT staff when it became operational at Arlington Hall on 18 February. The situation was further aggravated by a lack of telephone lines in the new office spaces; a number of offices were without working telephones. This situation had been largely rectified by August. By the end of FY 1986, the HUMINT staff had edged back to a 75 percent fill rate of authorized strength.

operational constraints. In August, a functional review undertaken at the request of DCSOPS found that "although we were executing a majority of our tasks, we were doing only a mediocre job in many areas primarily due to personnel shortage." It was concluded that ACCSOPS-HUMINT was spreading itself too thinly. As a result, DCSOPS decided to drop certain functions and tasks and concentrate limited resources upon command priorities. Specific actions taken included the following:





SECRET



Case Officer Personnel. (DANOPORK) A study of case officer personnel undertaken by INSCOM in FY 1986 indicated that the command required a minimum of the case officers on hand to carry out its mission. However, available case officers within INSCOM were estimated at reflecting only percent fill rate.



In FY 1956, the Department of the Arry initiated action to phase out MOS 97C, enlisted case officer. All positions currently encumbered by 97C personnel would be converted to the Military Intelligence Civilian Excepted Career Program or to a new Operational Support Specialist MOS. However, conversion would not be completed until FY 1992. By that time, it was anticipated that less than 20 enlisted case officers would still be on active duty, and most of these would be near retirement. Individual 97C's would be "grandfathered," and actually hold their MOS until retirement, warrant officer accession, or voluntary reclassification.

74 NOT RELEASAN-RATIONAL

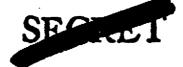
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Chief, TAREX Management Division (TMD), Retirement. (CAMPANN) On 31 May 1986, Mr. Evan Triandafilou, longtime Chief, TMD, retired from active Federal Service after a 34-year government career. Triandafilou had been identified with TAREX operations since the inception of the program. He was the recipient of numerous-awards throughout his long and productive career. Most notably, he was given the Meritorious Civilian Service Award

because of his unique and irreplaceable skills and experience, Triandafilou continues to serve as Chief, TMD, in an annuitant status. 18

Personnel Initiatives. (C/NOFORN) During FY 1986, TAREX Management Division (TMD) faced increasing difficulty in retaining experienced TAREX representatives within the program. Over a 2-year period, TAREX had lost the services of several very experienced representatives due to MILPERCEN's statutory inability to place these personnel in other TAREX alots because of the primacy of their non-TAREX assignments.

It became

Increasingly clear that "to continue managing TAREX personnel through an 'old boy network' at MILPERCEN not only risks the mission and OPSEC of TAREX, but jeopardized the career development of those exceptional soldiers who drive this effort." In March 1986, discussions were initiated by TMD with USAICS, MILPERCEN, and INSCOM DESPER to resolve the issue.

This initiative

continued to be actively pursued at the end of FY 1986.19





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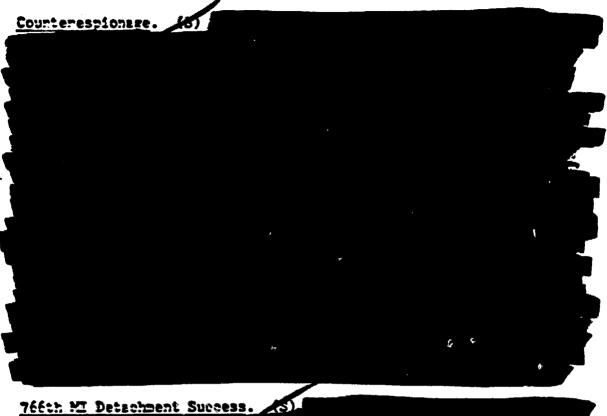
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# SECKET

Counterintelligence/Operations Security





SAEDA Investigations. During FY 1986, INSCOM elements conducted 49° investigations of Subversion and Espionage Directed Against (SAEDA) the U.S. Army incidents. SAEDA investigations made up about 75 percent of the counterintelligence caseload.





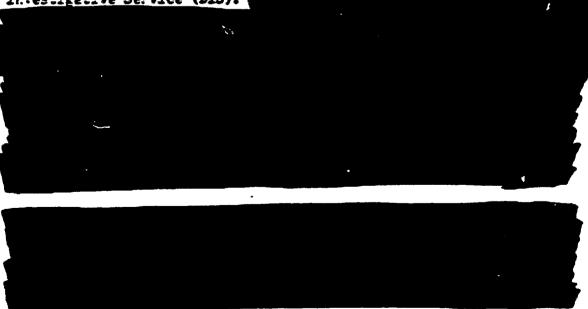
revised draft of AR 381-20, dated 24 September 1965, proposed to give CG INSCOM authority to designate the CCO for all CI investigations.3

Secretary of Defense for Policy (DUSD(P)) approved implementation of the DOD Polygraph Test Program which required CI-scope examinations of persons for interim sensitive compartmented information (SCI) access, critical positions at DIA, and designated positions for special access programs. This forced a significant expansion of INSCOM's limited and overcommitted polygraph resources. INSCOM submitted a plan to increase the number of its examiners over a 10-year period. The INSCOM plan was generally approved by the Chief of Staff, Army (CSA) on 27 February 1986, with the stipulation that it be accomplished within 5 years.

resources to provide polygraph spaces by FI 1988. Army manpower resources would be used for the subsequent expansion of the program.

Personnel Security Investigation (PSI) Support in Europe.

INSCOM's OCONUS MI units are tasked with performing Personnel Security Investigations (PSI) in support of the Defense Investigative Service (DIS).





Counter-SIGINT Concept. (U) In 1985, the counter-SIGINT concept became the basis for INSCOM security support in the communicationselectronics arena. The approach emphasized analysis of the potential SIGINT threat, assessment of existing vulnerabilities. creation of countermeasures, and evaluation of the success of the ccuntermeasures. It deemphasized traditional COMSEC monitoring. However, this approach was not fully comprehended by other Army elements which INSCOM was tasked with supporting. The situation was execerbated by the fact that under the Army of Excellence (ACE) concept. Army COMSEC personnel were reduced by 48 percent. Echelons-below-corps were essentially stripped of organic COMSEC monitoring capabilities: all COMMEC assessment people were removed from the division, and only a two-man team left at corps. As a result. INSCOM was deluged with requests for COMSEC monitoring that eduld not be supported. Nonetheless, the command group was, convinced that the counter-SIGINT concept was the only viable way

to approach the problem of securing Army communications. Efforts by subordinate elements in the field to develop or acquire new COMSEC conitoring equipment were disapproved as not being cost-effective. It was felt that the fact that all Army communications

situation in which the need for COMSEC monitoring would no longer

would be secured within a 5-to7-year period would create a

erist.7

COMMENCE Insures. (U) AR 380-40, Policy for Safeguarding and Controlling COMMENCE Information, is the Army Regulation which provides physical security standards for the use, storage, transfer, transport, and destruction of COMMENCE material. ACSI, DA is the proponent for the AR, but INSCOM and its predecessor have written and revised the document for over 25 years. Since 1982, when the regulation was last revised, COMMENCE developments and national policy changes such as electronic keying, over-the-air rekeying (OTAR), the appearance of unclassified equipment designated as Controlled Cryptographic Items (CCI), and the COMMENCE Endorsement Program made revision of AR 380-40 imperative. Action to update the document was initiated in April 1984. By the end of FY 1986, a coordinating draft of the revised AR had been distributed to RQDA, Army MACOM's, and INSCOM units and staff elements.





COMSEC Insecurities. (U) The INSCOM COMSEC Insecurity Program for the purpose of monitoring, reviewing, and when required, evaluating at COMMENCE insecurity reports initiated within DA was implemented in February 1981. The program serves primarily to ensure that all detected insecurities to COMSEC material are reported promptly to the officials responsible for evaluating the incidents and initiating action to minimize their security impact. These reports also help in identifying trends in insecurity occurrences, and in developing measures to prevent recurrences. Evaluations of insecurities are randered by the cryptonet controlling authority (CONAUTH) in the case of key at the user level; by INSCOM, when the key is in distribution channels, when multiple Army CONAUTH's are involved, or when there is a personnel insecurity; by DIRNSA, for cryptographic insecurities, physical insecurities (COMSEC equipment and documents); and cases involving CONAUTH's from more than one service. Insecurities which involve a mix of NATO and U.S. short tiles will be evaluated by the Security and Evaluation Committee of Allied Nations (SECAN).

(U) Total reported COMSEC insecurities, by MACOM, for CY 1984 and 1985 are as follows:

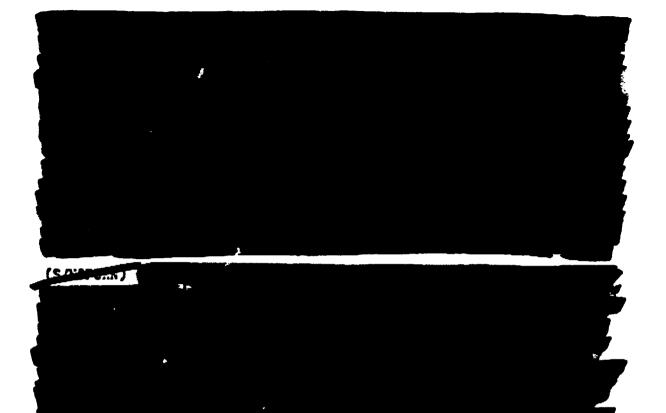
Table 7. - COMMEC Insecurities.

Comend USAISC _		<u>CY 1985</u> 99	<u>CY 1986</u> 47
AMC		7	5
USAREUR		317	264
70:200%	-	122	109
ESDA	•	1.	3
2::2222	•	11	10
Joint		5	2
		15	10
1:23		27	20
72.722		-1	2
Westoom	••	9	6
SOUTHCOM		Ď	3
Ciner		<u>13</u>	<u>11</u>
Cont.		للتنسيه	<del></del>
	Total	627	498

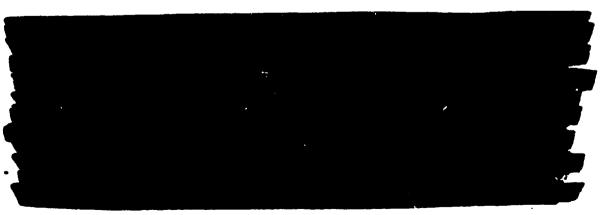
(U) As of 1 October 1985, 10 cases were yet to be opened. bringing the total CY 1986 cases to 508.9







Mobile TEMPEST Test System (MTTS). (U) This project, an initiative to upgrade nine FETTS-160 TEMPEST systems and to fabricate a tenth system for deployment to the field, was first undertaken in 1979. Since that time, the scope of the project was extended to include replacing all 10 overloaded vehicles mounting the system as well as upgrading mission equipment. However, this project has had a troubled history, and neither a wehicle nor a satisfactorily working system had been delivered to the command by the end of FY 1986.11







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FOCTACIES: CHAPTER V. OPERATIONAL ACTIVITIES

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(U).

#### SIGINT/TO

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(2018302 Jun 86)

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#### · APPENDIX A

## INTERIOR ORGANIZATIONAL STRIKTURE

(An of 30 September 1986)

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#### UIC

#### Unit Designation

HEADQUARTERS, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND U.S. Army Garrison, Arlington Hall Station USAIN::COM CONUS Military Intelligence Group (SIGINT/EW)

U.S. Army Field Station Rey West U.S. Army Field Station San Antonio

U.S.\Army Element, National Security Agency

U.S. Army Garrison, Vint Mill Farms Station

U.S. Army Field Station Berlin

U.S. Army Field Station Sinop

U.S. Army Special Security Group

U.S. Army Programs Analysis Group

U.S. Army Field Support Center

U.S. Army Foreign Area Officers Detachment

U.S. Army Russian Institute

USAINSCOM Foreign Language Training Center Europe

U.S. Army Field Station Augsburg

USAINSCOM Automated Systems Activity

U.S. Army Cryptologic Support Group

USAINSCOM Support Activity

U.S. Army Operational Group

U.S. Army Central Security Facility

USAINGOOM Finance and Accounting Activity

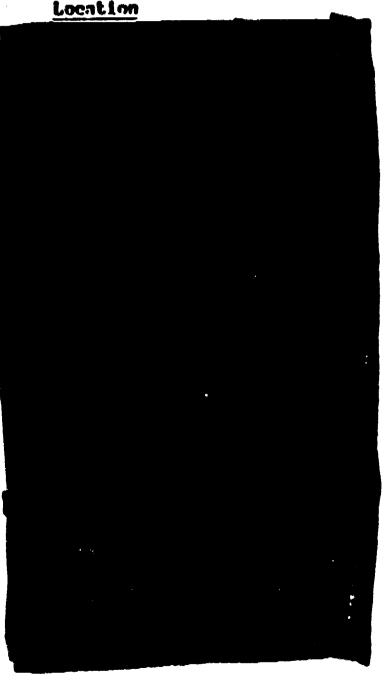
USAINSCOM Maintenance Assistance and Instruction Tesm (MAIT)

U.S. Army Foreign Counterintelligence Activity

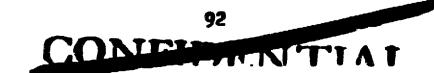
INSCOR Administrative/Visual Information Support Activity

U.S. Army Field Station Kunia

USAINSCON Theater Intelligence Center-Pacific



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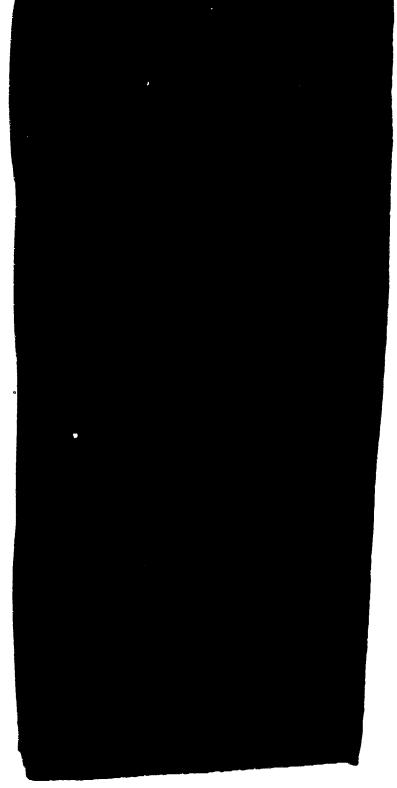


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#### Unit Praignation

HEADQUARTERS. U.S. ARMY INTELLIGENCE AND SECURITY COMMAND U.S. Army Intelligence Support Activity **USAINSCOM Mission Support Activity** U.S. Army Intelligence Exchange and Support Center (183C) 902d Military Intelligence Group Augmentation, 902d Military Intelligence Group USAINSCOM Military Intelligence Detachment (Counterintelligence), Support USAINSCOM Military Intelligence Battalion (Counterintelligence) East Coast USAINSCOM Counterintelligence Detachment, Defense Nuclear Agency USAINSCOM Military Intelligence Battalion (Security) USAINSCOM Hilitary Intelligence Battalion (CounterIntelligence) West Coast 66th Military Intelligence Group Augmentation, A6th Military Intelligence Group 18th Military Intelligence Battelion Augmentation, 18th Military Intelligence Dattalion 5th Military Intelligence Company Augmentation, 5th Military Intelligence Company HHC, 502d Army Security Agency Battalion (Intelligence and Security) Augmentation, 502d Army Security Agency Battalion 20%th Military Intelligence Battalion (Provisional) Anoth Army Security Agency Company, Operations (Rear) 328th Army Security Agency Company 581st Military Intelligence Detachment (Imagery Interpretation; 582d Hilltary Intelligence Detachment (Imagery Interpretation) 583d Military Intelligence Detachment (Imagery Interpretation)



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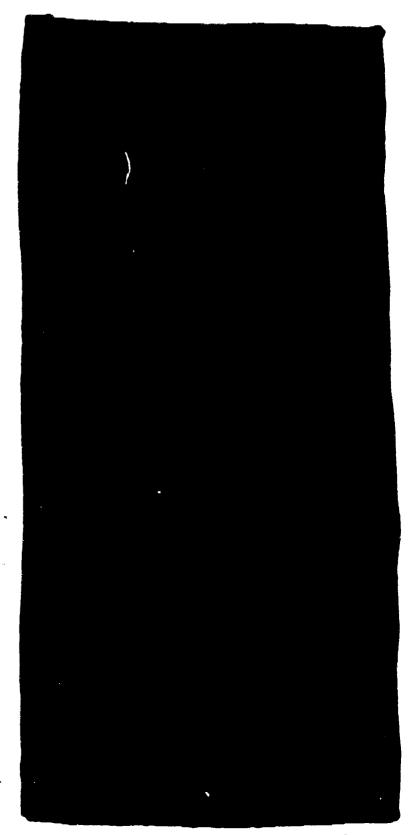
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#### Unit Besignation

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HEADQUAITERS, U.S. ARMY INTELLIGENCE AND SECRITY CHRAND 66th Hilltary Intelligence Group 527th Hillary Intelligence Battallan Augmentation, 5.7th Hilltary Intelligence liattal lon Company A, 527th Military Intelligence Battalion Company B, 527th Milttery Intelligence Battalion 430th Hilltary Intelligence Detachment Augmentation, 430th Hilltary Intelligence Detachment 766th Military Intelligence Detachment Augmentation, 766th Military Intelligence Detachment. 430th Military Intelligence Battalion . (Provisional) 584th Military Intelligence Detachment 470th Military Intelligence Group Augmentation, 470th Military Intelligence Group U.S. Army Field Station Panama 500th Military Intelligence Group Augmentation, 500th Military Intelligence Group U.S. Army Field Station Misawa 149th Military Intelligence Detachment Augmentation, 199th Military Intelligence Detachment 181st Hilltary Intelligence Detachment Augmentation, 181st Military Intelligence Detachment U.S. Army Anian Studies Detachment 501st Hilitary Intelligence Brigade (Provisional) HHC, 501st Military Intelligence Group Augmentation, 501st Military Intelligence Group 532d Hilitary Intelligence Battalion, Operations (Provisional) 332d Hilltary Intelligence Company (Electronic Warfare) U.S. Army Field Station Korea



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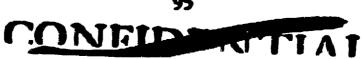
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#### Unit Dealgnation

Location

HEADQUARTERS, U.S. ANNY INTELLIGENCE AND SECURITY COMMIND INIC, 501st Military Intelligence. Group 524th Military Intelligence Battalion Augmentation, 524th Military Intelligence Dattalion 209th Military Intelligence Company (Operations Security) Augmentation, 209th Hilltary Intelligence Company (Operations Security) 3d Military Intelligence Battalion (Aerial · Exploitation) Company A, 3d Military Intelligence Battalion Company B, 34 Military Intelligence Battalion HHC, 513th Military Intelligence Group Augmentation, 513th Military Intelligence Group 513th Hillitary Intelligence Group Intelligence Center (Provintonal) 174th Military Intelligence Company (Operations) U.S. Army Echelon Above Corps Aviation Intelligence Company U.S. Army Military Intelligence Battalion (Low Intensity) (Provisional) HHC, 201st Military Intelligence Battalion 17th Military Intelligence Company (Imagery Interpretation) 166th Military Intelligence Company (EW) HHC, 2024 Military Intelligence Battelion (Collection/ Exploitation) 641st Military Intelligence Company (Collection) 219th Military Intelligence Company 164th Military Intelligen Company (OPSEC) HHC, 203d Military Intelligence Battalion (Technical Intelligence) 11th Hilltary Intelligence Company (Technical Intelligence) Augmentation, 11th Hilltary Intelligence Company (Technical Intelligence)

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#### APPENDIX B

## TOE UNITS (As of 30 September 1986)

55th Military Intelligence Group 470th Military Intelligence Group 500th Military Intelligence Group EHC, 501st Military Intelligence Group 5:3th Military Intelligence Group 902d Military Intelligence Group .. 35 Military Intelligence Battalion (Aerial Exploitation) EEC, 18th Military Intelligence Battalion REC, 201st Military Intelligence Battalion HHC, 2024 Military Intelligence Battalion (Collection/Exploitation) EEC, 2036 Military Intelligence Battalion (Technical Intelligence) EHC, 502d Army Security Agency Battalion (Intelligence and Security) MHC, 524th Military Intelligence Battalion 527th Military Intelligence Battalion 5th Military Intelligence Company 11th Military Intelligence Company (Technical Intelligence) 17th Military Intelligence Company (Imagery Interpretation) -164th Military Intelligence Company (OPSEC) 166th Military Intelligence Company (EW) that Military Intelligence Company (Operations) 209th Military Intelligence Company (Operations Security) 2:5th Military Intelligence Company 3322 Military Intelligence Company (Electronic Warfare) BREth Army Security Agency Company Figth Army Security Agency Company, Operations (Rear) first Military Intelligence Company (Collection) :- pth Military Intelligence Detachment 181st Military Intelligence Detachment 130th Military Intelligence Detachment SEIST Military Intelligence Detachment (Imagery Interpretation) 582d Military Intelligence Detachment 533d Military Intelligence Detachment 584th Military Intelligence Detachment 766th Military Intelligence Detachment

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#### APPENDIX C

#### CHANGES IN STATUS OF TOE UNITS

#### REASSIGNED

Unit	Eff Date	Authority
332d Military Intelligence	3 Sep 86	PO 72-1,
Company (Electronic Warfare)	• •	HQ USAINSCOM, 26 Aug 86
From: USAFS Korea		So was on



#### APPENDIX D

## TDA UNITS (As of 30 September 1986)

Headquarters, U.S. Army Intelligence and Security Command U.S. Army Garrison, Arlington Hall Station USAINSCOM CONUS Military Intelligence Group (SIGINT/EW) U.S. Army Element, National Security Agency USAINSCOM Military Intelligence Detachment (Counterintelligence). Support USAINSCOM Military Intelligence Battalion (Counterintelligence) West Coast USAINSCOM Counterintelligence Detachment, Defense Nuclear Agency I.S. Army Servison, Vin: Rill Ferrs Station U.S. Army Field Station Key West U.S. Army Field Station Berlin U.S. Army Field Station Sinop U.S. Army Special Security Group U.S. Army Programs Analysis Group U.S. Army Field Support Center U.S. Army Russian Institute U.S. Army Field Station San Antonio USAINSCOM Military Intelligence Battalion (Counterintelligence) East Coast U.S. Army Central Security Facility USAINSCOM Finance and Accounting Activity USAINSCOM Maintenance Assistance and Instruction Team (MAIT) U.S. Arty Foreign Counterintelligence Activity USAINSCOM Support Activity U.S. Army Operational Group U.S. Army Foreign Area Officers Detachment U.S. Army Field Station Augsburg U.S. Army Field Station Misawa USAINSCOM Automated Systems Activity U.S. Army Field Station Korea USAINSCOM Theater Intelligence Center-Pacific U.S. Army Cryptologic Support Group USAINSCOM Military Intelligence Battalion (Security) INSCOM Administrative/Visual Information Support Activity



U.S. Arry Field Station Kunia T.S. Army Asian Studies Detachment U.S. Army Intelligence Support Activity U.S. Army Field Station Panama USAINSIOM Mission Support Activity USAINSCOM Foreign Language Training Center Europe U.S. Army Echelon Above Corps Aviation Intelligence Company U.S. Army Intelligence Exchange and Support Center (IESC) Augmentation, 902d Military Intelligence Group Augmentation, 66th Military Intelligence Group Augmentation, 470th Military Intelligence Group Augmentation, 500th Military Intelligence Group Augmentation, 513th Military Intelligence Group Eugmentation, 527th Military Intelligence Esttalion sugmentation, 5th Military Intelligence Company Augmentation, 209th Military Intelligence Company (Operations Security) Augmentation, 430th Military Intelligence Detachment Augmentation, 766th Military Intelligence Detachment Augmentation, 528th Military Intelligence Battalion Augmentation, 181st Military Intelligence Detuchment Augmentation, 502d Army Security Agency Battalion Augmentation, 149th Kilitary Intelligence Detachment Augmentation, 18th Military Intelligence Pattalson Augmentation, 501st Military Intelligence Group Augmentation, 11th Military Intelligence Company



#### APPEKDIX E

#### CHANGES IN STATUS OF TDA UNITS

#### REDESIGNATED



From: USAINSCOM Administrative/ 1 Jan 86 PO 107-1,
Audiovisual Support Activity HQ USAINSCOM,
10 Dec 85

To: INSCOM Administrative/Visual Information Support Activity

From: U.S. Army Administrative 1 Jul 86 90 49-1,

Survey Detectment HO ESATISCOM, 21 Jun 66

To: U.S. Army Field Support Center

#### REASSIGNED

U.S. Army EAC Aviation 2 Apr 86 PO 23-1,
Intelligence Company EQ USAINSCOM,
From: 201st MI Battalion 26 Mar 86

To: 513th MI Group

#### DISCONTINUED

U.S. Army Systems Exploitation 1 Oct 85 PO 74-1,
Detachment - HQ USAINSCOM,

13 Aug 25

13 AUE 67

T.S. Army Field Station Okinewa El Dec 85 PO 95-1, HQ USAINSCOM,

1 Nov 85



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#### APPENDIX P

JEANGEON PERSONNEL STRENGER BY INST. (An of 30 September 1936)

#### AUTHORIZED AND ACTUAL STRENGTH

COMMAND OR UNIT	<u>OFF</u>	WO		MIL TOTAL	<u>C10</u>	ACCOMPATE
	Auth/Act	Auth/Act	AuthAct	Auth/Act	Auth/Act	auth/Act
NO, U.S. Army Intelligence and	9					
Security Command (INSCOM)						
USAG, Arlington Hall Station						
USAINSCOM CONUS Military Intelligence						
Group (SIGINT/EW)		•				
U.S. Army Element, National Security Agency						
USAG, Vint Hill Farms Station						
U.S. Army Field Station Key West			€	a		
USAINSCOM Automated Systems Activity						
** 11th Military Intelligence Company w/Augmentation				•		Toy Toy 259 5501
U.S. Army Field Station San Antonio					*	
U.S. Army Central Security Facility						K.
USAINSCOM Finance and Accounting						5
Activity			~			
USAINSCOM Maintenance Assistance						
and Instruction Team						
U.S. Army Foreign Area Officers						
Detachment						· ·
**U.S. Army Aviation Intelligence Company					•	
USAINSCOM Support Activity						
U.S. Army Field Support Center						
ய ு பாலமாக கா <b>கு இசையா வ கூ</b> ரு 14 விடு 3					4	

<sup>\*</sup>The table is taken from DCSPER, THECOM Command Strength Report dtd 30 Sep 86.
(This report reflects Command Program Authorizations as of 4th Quarter, FY 1986.)

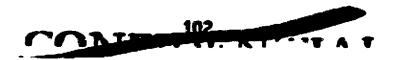
<sup>\*\*</sup>An of 31 August 1986.



#### AUTHORIZIAN AND ACTUAL STRENGTH

COMMAND OR UNIT	()·F	WO	H.M.	HIL TOTAL	CIA	AGGREGATE
•	Auth/Act :	Auth/Act	Auth/Act	Auth/Act	Auth/Act.	Aut: Met
USAINSCOM Support Mission Activity U.S. Army Foreign Counterintelligence Activity U.S. Army Operational Group U.S. Army Special Security Group USAINSCOM Administrative/Audiovisual Support Activity 902d Military Intelligence Group w/ Augmentatica USAINSCOM Pentagon Counterintelligence Force USAINSCOM Counterintelligence Detachment, Defense Muclear Agency **17th Military Intelligence Company **17th Military Intelligence Company		Auth/Act	Aut.h/Act	Auth/Act	Auth/Act.	Tef Tef Bans
""INIC, 202d Military Intelligence Nattalion U.S. Army Intelligence Exchange and Support Center (IESC) ""HHC, 203d Military Intelligence Nattalion ""513th Military Intelligence Group w/Augmentation ""HHC, 201at Military Intelligence Nattalion USAINSOOM Military Intelligence Nattal (GI) East Coast (Ft Meade, MD) USAINSOOM Military Intelligence Nattal (GI) West Coast (Pres of SP, CA)						

<sup>\*\*</sup>An of 31 August 1986.



## CIVII. NEWS

### AUTHORIZED AND ACTUAL STRENGTH

COMMAND OR UNIT	OFF Auth/Act	Auth/Act	Auth/Act	MIL TOTAL Auth/Act	CIV AGGREGATE Auth/Act
USAINSCOM Military Intelligence Sattalion (Security)					
**164th Hilitary Intelligence Company			•		
**166th Military Intelligence Company **219th Military Intelligence Company			. ,		
TOTAL CONUS					
470th Military Intelligence Group w/Augmentation		u			
U.S. Army Field Station Panama					
TOTAL CARIBBEAN					
USAIMSCOM Theater Intelligence Center- Pacific					
U.S. Army Field Station Misewa 500th Hilitary Intelligence Group					
w/Augmentation HHC, 501st Military Intelligence Group w/Augmentation			۰		
181st Hilitary Intelligence Detachment:			•		
209th Military Intelligence Company (Operations Security)	49				
U.S. Army Asian Study Detachment					
U.S. Army Field Station Korea 332d Hilitary Intelligence Company					
The merral amerrabance acubant					

\*\*As of 31 August 1986.

CONTEST AT

#### AUTHORIZED AND ACTUAL STRENGTH

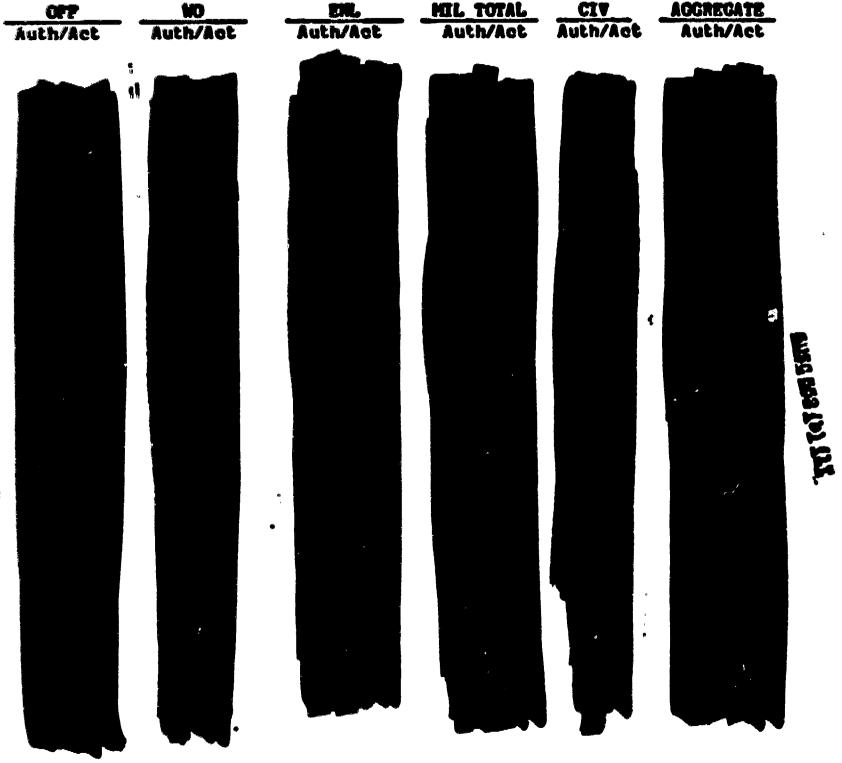
149th Military Intelligence:
Petachment
U.S. Army Field Station Kunia
3J Military Intelligence Battalion
(Aerial Exploitation)
HIIC, 524th Military Intelligence
Battalion

COMMAND OR UNIT

#### TOTAL PACIFIC

U.S. Army Cryptologic Support Group \*\*U.S. Army Field Station Berlin \*\*U.S. Army Field Station Augsburg 66th Military Intelligence Group w/ Augmentation 5th Military Intelligence Company HIIC, 18th Hilitary Intelligence Battalion 430th Military Intelligence Detachment 527th Military Intelligence Battalion 766th Military Intelligence Detachment HIIC, 502d Army Security Agency Unttalion 328th Army Security Agency Company Anoth Army Security Agency Company, Operations (Rear) 581st Military Intelligence Untachment

\*\* an of 31 August 1986.

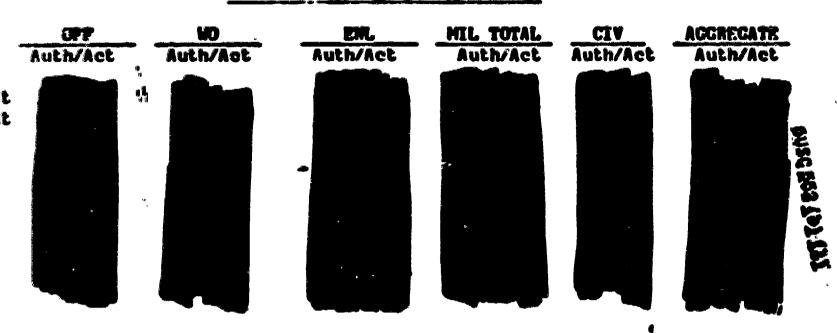


#### AUTHORIZED AND ACTUAL STRENGTH

COMMAND OR DETT

\*\*R3d Military Intelligence Detachment
\*\*183d Military Intelligence Detachment
\*\*!84th Military Intelligence
\*\*Detachment
\*\*U.S. Army Field Station Sinop
\*\*U.S. Army Russian Institute
\*\*USAINSCON Foreign Language Training
\*\*Center Europe

TOTAL EUROPE



#### APPENDIX G

## PROVISIONAL UNITS (As of 30 September 1986)

430th Military Intelligence Battalion (Provisional)
513th Military Intelligence Group Intelligence Center (Provisional)
U.S. Army Military Intelligence Battalion (Low Intensity)
(Frovisional)
501st Military Intelligence Brigade (Provisional)
204th Military Intelligence Battalion (Frovisional)
5326 Military Intelligence Battalion, Operations (Provisional)

**UNCLASSIFIED** 





#### APPENDIX H

## CHANGES IN STATUS OF PROVISIONAL UNITS

#### ORGANIZED

Unit	Eff Date	Authority
501st Military Intelligence Brigade (Provisional) Assigned to: HQ USAINSCOM	16 Apr 86	PO 16-1, HQ USAINSCOM, 24 Feb 86
204th Military Intelligence Battalion (Provisional) Assigned to: 66th MI Group	14 Aug 86	PO 56-1, HQ USAINSCOM, 9 Jul 86
T.S. Army Military Intelligence Battalion (Low Intensity) (Provisional) Assigned to: 513th MI Group	2 Apr 86	PO E9-3, HQ USAINSCOM, 4 Nov 86
532d Military Intelligence Battalion, Operations (Provisional) Assigned to: 501st MI Brigade (Provisional)	3 Sep 86	PO 72-2, HQ USAINSCOM, 22 Aug 86

UNCLASSIFIED .



## COMPIDENTIAL

#### AFPENDIY I

#### USAINSCOM KEY FERSONNEL

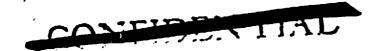
Position/Name	Dates Served
COMMANDING GENERAL MG Harry E. Soyster	29 Jun 84 - Fresent
DEPUTY COMMANDING GENERAL BG George J. Walker BG Charles F. Scanlon	10 May 86 - Present 19 Feb 85 - 10 May 86
EXECUTIVE OFFICER MAC Charles Hill	16 Sep 85 - 05 Jan 86
STAFF ADVISOR FOR SCIENTIFIC AND CRYPTO AFFAIRS	
Mr. Edwin A. Speakman	12 Aug 68 - 30 May 86
COMMAND SERGEANT MAJOR CSM Sammy W. Wise	30 Dec 84 - Present
CHIEF OF STAFF	
BG Ira C. Owens BG George J. Walker	10 May 86 - Present 19 Feb 85 - 10 May 86
DEPUTY CRIEF OF STAFF COL Daniel M. Lawson COL Walter L. Cressler, Jr.	05 Aug 86 - Fresent 05 Nov 85 - 15 Aug 86
LTC Eugene Johnson	Jul 84 - 05 Nov 85
INTERNAL REVIEW OFFICE Mr. Russell J. Heinen	Cl Apr 8º - Present
SECRETARY OF THE GENERAL STAFF MAC Grady J. Howell, Jr.	05 Jun 84 - Present
SPECIAL ASSISTANT TO CHIEF OF STAFF Mr. Paul Sutton	07 Mar 83 - Present
USAINSCOM LIAISON OFFICE, FORSCOM LTC Buddy L. Parker	28 Mar 84 - Present



Position/Name	Dates Served
USAINSCOM LIAISON OFFICE, TRADOC LTC Perry E. Cole	30 Sep 83 - 30 Sep 86
USAINSCOM LIAISON OFFICE, USAREUR LTC Donald Tait	: 05 Oct 83 - 01 Aug 86
USAINSCOM LIAISON OFFICE, WSA COL James P. Brown	06 Jul 84 - 01 Aug 86
INSPECTOR GENERAL COL Robert L. Wolf	. O6 Aug 84 - Present
STAFF JUDGE ADVOCATE COL John R. Thornock	01 Jul 85 - Present
CHIEF, OFFICE OF PUBLIC AFFAIRS LTC Richard P. Holk	01 Jul 85 - Present
COMMAND CHAPLAIN COL Henry F. Ackermann COL William T. Smith	05 Jul 86 - Present 06 Jul 83 - 05 Jul 86
DEPUTY CHIEF OF STAFF, PERSONNEL LTC Herbie R. Taylor Mr. Alton C. Ressler COL Arthur A. Remling II	24 Aug 86 - Present 18 Jul 86 - 24 Aug 86 31 Mar 84 - 18 Jul 86
DEPUTY CHIEF OF STAFF, INFORMATION MANAGEMENT COL William R. Barnes	01 May 85 - Present
CEPTTY CHIEF OF STAFF, FORCE INTEGRATION COL Armon N. Harris, Jr.	(3 Jun 86 - Present
DEPUTY CHIEF OF STAFF, PLANS, PROGRAMS, AND MODERNIZATION LTC Albert E. Werburton Mr. James D. Davis	12 Jan 86 - 09 Jun 86 01 Oct 83 - 12 Jan 86
DEPUTY CHIEF OF STAFF, OPERATIONS COL Robert M. Bowe	08 Jul 85 - Present
DEPUTY CHIEF OF STAFF, LOGISTICS COL Charles L. Bell	Aug 65 - Present





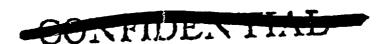


Position/Name	Dates Served
DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT	•
COL John G. Quast	20 Oct 84 - Present
DEPUTY CHIEF OF STAFF, SYSTEMS	
LTC Daniel J. Knight Mr. George A. Harvey, Jr.	22 Dec 85 - 09 Jun 86 03 Jan 78 - 22 Dec 85
DEPUTY CHIEF OF STAFF, TELECOMMUNICATIONS COL William R. Barnes	27 *uz 84 - 01 May 85
CHIEF, COMMAND SECURITY OFFICE Mr. Stephen M. Farle	]: Aug Er - Fresent
Unit/Commander	
66th MILITARY INTELLIGENCE GROUP	
COL William J. Foley COL John G. Lackey III	06 Aug 86 - Present 27 Jul 84 - 06 Aug 86
470th MILITARY INTELLIGENCE GROUP COL Thomas K. Newell	10 Jul 85 - Present
500th MILITARY INTELLIGENCE GROUP COL Dennis C. Biddinger	11 Jul 86 - Present 12 Jul 84 - 11 Jul 86
COL John L. Leide	15 001 04 - 11 001 00
HHC, 501st MILITARY INTELLIGENCE GROUP COL John E. Riddle, Jr.	Jul 66 - Present
COL Faul E. Menoher, Jr.	15 Jun 84 - Jul 86
513th MILITARY INTELLIGENCE GROUP	05 A = 0/ D====A
COL Francis P. Keough COL William A. Bentz	27 Aug 86 - Present 13 Aug 84 - 27 Aug 86
902d MILITARY INTELLIGENCE GROUP	
COL William M. Hix COL Francis W. Creighton	17 Jan 86 - Present 10 Jul 84 - 17 Jan 86
USAINSCOM CONUS MILITARY INTELLIGENCE GROUP (SIGINT/EW)	
. COL George E. Hunt	14 Feb 86 - Present
COL Eleas A. Cozamitis	04 Nov E3 - 14 Feb B6

**UNCLASSIFIED** 

Unit/Commander	Dates Served
U.S. ARMY OPERATIONAL GROUP CCL Michael A. Scott	29 Jun 84 - Prezent
U.S. ARMY SPECIAL SECURITY GROUP CCL Arleigh D. Waterman	: Dec 84 - Present
U.S. ARMY CRYPTOLOGIC SUPPORT GROUP LTC Sherman J. Blanchard	17 Jun 83 - Present
U.S. ARMY FIELD STATION AUGSBURG COL Charles S. Simerly	16 Aug 85 - Present
U.S. ARMY FIELD STATION BERLIN	
Co testes To Person	77 Aug EE - Fresent
CC ientin's. Roney	23 gus ? - +3 gus :3
U.S. ARMY FIELD STATION KEY WEST	
CPI Charles M. Frechette	25 Jun 84 - Present
U.S. ARMY FIELD STATION KUNIA	
COL William H. Campbell	14 Jun 85 - Present
U.S. ARMY FIELD STATION KOREA	
LTC Theodore R. Grevenkamp	24 Jul 86 - Present
LTC Ronald W. Carter	15 Jun 84 - 24 Jul 86
•	
U.S. ARMY FIELD STATION MISAWA	
LTC Savatore M. Bruni	Nov 84 - Present
U.S. ARMY FIELD STATION OKINAWA	
170 Manuel A. Conley	Oct 85 - 31 Dec 85
COL Walter L. Cressler, Jr.	Jul 64 - Oct 85
U.S. ARMY FIELD STATION PANAMA	
MAJ Jerry A. DeMoney	03 Jul 86 - Present
MAJ Dennis A. McGaugh	Sep 84 - 03 Jul 86
	22, 2
U.S. ARMY FIELD STATION SAN ANTONIO	
LTC Brian C. Warren	26 Jul 85 - Present

UNCLASSIFIED



<u>Unit/Commander</u>	Dates Served
	•
J.S. ARMY FIELD STATION SINOP	
	13 Aug 86 - Present
CCL David W. Tellman	13 Aug 85 - 13 Aug 86
	:
ES MILITARY INTELLIGENCE BATTALION	
(ABRIAL EXPLOITATION)	03 003 00
LTC John D. Thomas, Jr.	31 Jul 85 - Present
HHC, 18th MILITARY INTELLIGENCE BATTALION	
	18 Jul 86 - Present
LTC Robert D. McKey LTC John C. Linley, Jr.	02 Jul 84 - 15 Jul 66
HHC, 201st MILITARY INTELLIGENCE BATTALION	
ITC Leslie D. Thatcher	21 Feb 86 - Present
170 Retent C. Milley	14 Jun 84 - 21 Fet 86
HHO, 2024 MILITARY INTELLIGENCE BATTALION	25.00
LTC Steven D. Johnson	14 Mar 86 - Present
CPT Dennis E. Royer	03 Jun 85 - 14 Mar 86
HHC, 2036 MILITARY INTELLIGENCE BATTALION	
(TECHNICAL INTELLIGENCE)	
LTC Michael A. Petersen	07 Jun 85 - Present
430th MILITARY INTELLIGENCE BATTALION	
(PROVISIONAL)	•
LTC Raymond T. Waity	14 Jun 85 - Present
SCRE MILITARY INTELLIGENCE PATTALION	
LTC Carol M. Hemphill	24 Jul 85 - Present
bio on or n. neaphar	E4 Adi 02 - Liezeur
E2-:: MILITARY INTELLIGENCE BATTALION	
170 William Llewellyn	11 Jun 85 - Present
LTC Charles W. Werburgh	Jun 64 - 11 Jun 86
_	
527th MILITARY INTELLIGENCE BATTALION	
LTC John C. Hammond	09 Jul 86 - Present
LTC George R. Brock	09 Jul 84 - 09 Jul 86
USAINSCOM MILITARY INTELLIGENCE	
(COUNTERINTELLIGENCE) EAST COAST	
LTC William A. McDonough	25 Mar 85 - Present

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Unit/Commander	Dates Served
USAINSOOM MILITARY INTELLIGENCE (COUNTERINTELLIGENCE) WEST COAST	
LTC Lawrence Schneider	06 Aug 85 - Present.
USAINSCOM MILITARY INTELLIGENCE BATTALION (SECURITY)	;
LTC Raymond P. Cadorette LTC David W. Clark	23 Jul 86 - Present 11 Sep 84 - 23 Jul 86
U.S. ARMY MILITARY INTELLIGENCE BATTALION (LDW INTENSITY) PROVISIONAL	•
LTC Arlen C. Heline	02 Apr 86 - Present
5th Military intelligence company ili John W. Zizik	of the fifth the season
CFT Connie S. Labadie	26 Sep 66 - Present 25 Jul 65 - 26 Sep 86
11th MILITARY INTELLIGENCE COMPANY	
(TECHNICAL INTELLIGENCE) CPT Jeffrey C. Holle	20 Sep 85 - Present
	20 Och 07 - 1. cocno
17th MILITARY INTELLIGENCE COMPANY MAJ A.J. Paluska, Jr.	31 Jul 8t - Present
164th HILITARY INTELLIGENCE COMPANY	30 to 50 to 50
CPT Timothy O'Neil	17 Jun 85 - Present
166th Military Intelligence Company CPT Alen S. Taylor	31 Jul 84 - Present
174th MILITARY INTELLIGENCE COMPANY	
CPT Michael Warsocki	15 Aug 86 - Present
CPT(P) William G. Fillman	20 May 85 - 15 Aug 86
209th MILITARY INTELLIGENCE COMPANY	
CPT Kevin R. Cunningham	16 Jun 85 - Present
219th MILITARY INTELLIGENCE COMPANY	
MAJ Jay E. Lawson	10 Mar 86 - Present
MAJ Stanley R. Chrzanoski	14 Dec 84 - 10 Mar 86
332d MILITARY INTELLIGENCE COMPANY (ELECTRONIC WARFARE)	
CPT Monte F. Hengot	16 Aug 65 - Fresent

UNCLASSIFIED

<u>Unit/Commander</u>	Dates Served
INSOM EAC AVIATION INTELLIGENCE COMPANY MAJ Douglas Roberts	30 Sep 85 - Present
BRETH ARMY SECURITY AGENCY COMPANY CPT Richard M. Lambert CPT Kancy B. Sullivan	09 Jan 86 - Present 10 Aug 84 - 09 Jan 86
CPT John R. Healy CPT Jack Horn, Jr.	21 Aug 86 - Present 03 May 85 - 21 Aug 86
641st MILITARY INTELLIGENCE COMPANY (COLLECTION) MAJ Theodore W. Waronicki	10 Jul 85 - Present
"THE MILITARY INTELLIGENCE DETACHMENT LTC William R. Eicholz	Jan 85 - Present
181st MILITARY INTELLIGENCE DETACHMENT MAJ Peter G. Welliner MAJ Charles L. Robertson	01 Jun 86 - Present 17 Dec 84 - 01 Jun 86
430th MILITARY INTELLIGENCE DETACHMENT 110 Raymond T. Waity	14 Jun 85 - Present
581st MILITARY INTELLIGENCE DETACHMENT (IMAGERY INTERPRETATION) SFI Mark J. Choiniere IFI Ann M. Féterson	01 Nov 85 - Present 54 May 64 - 01 Nov 85
SERI MILITARY INTELLIGENCE DETACHMENT (IMAGERY INTERPRETATION) CFT Soctt E. Peth	11 Jun 86 - Present
CFT Dennis R. Deines	19 Nov 84 - 11 Jun 56
EFRE MILITARY INTELLIGENCE DETACHMENT (IMAGERY INTERPRETATION) MAJ Pat L. Lichtenburger CFT Gordon Drake MAJ John J. Ciriaco	07 Aug 86 - Present 31 May 86 - 07 Aug 86 03 Jan 84 - 31 May 86
58-th MILITARY INTELLIGENCE DETACHMENT LTC Bruce N. Ey	09 Jan 84 - Present

UNCLASSIFIED

## COMPIDENTIAL

Unit/Commander	Dates Served .
766th MILITARY INTELLIGENCE DETACHMENT LTC Terrance M. Ford LTC Stuart A. Herrington	27 May 86 - Present 15 Jul 83 - 27 May 86
U.S. ARMY ASIAN STUDIES DETACHMENT Mr. Seiji Aizawa	01 Oct 80 - Present
USAINSCOM CI DETACHMENT, DEFENSE NUCLEAR AGENCY LTC William E. Hawkins	.·15 Apr 83 - Present
66th MILITARY INTELLIGENCE GROUP, DETACHMENT HAHR LTC Rodney P. Miller	07 Aug 85 - Present
SFECIAL SECURITY DETACHMENT, INSCOMMAJ Rand M. Bass	21 Apr 86 - Fresent
U.S. ARMY FIELD SUPPORT CENTER TOL John L. Greife COL Robert W. Sheffield	04 Sep 86 - Present 20 Jul 84 - 04 Sep 86
USAINSCOM THEATER INTELLIGENCE CENTER - PACIFIC LTC James A. Roberts	15 Jun 84 - Present
U.S. ARMY INTELLIGENCE EXCHANGE AND SUPPORT CENTER COL Charles R. Cleveland	1 Aug 85 - Present
USAINSCOM FOREIGN LANGUAGE TRAINING CENTER EUROPE LTC Alam R. Meyer	03 Jun 85 - Present
USAIRSCOM PENTAGON COUNTERINTELLIGENCE FORCE CFT Ferry M. Kissam MAJ Charles C. Glunchenhaus	15 Sep 55 - Present 10 Jul 85 - 21 Aug 86
USAINSCOM AUTOMATED SYSTEMS ACTIVITY LTC(P) Stephen L. Weisel	01 Jun 85 - Present

UNCLASSIFIED



Unit /Commander	Dates Served
TSAINSON ADMINISTRATIVE/AUDICVISUAL SUPPORT ACTIVITY Mr. David Stein	30 Nev 78 - Present
USAINSCOM FINANCE AND ACCOUNTING ACTIVITY 2LT Donna L. Convey (Acting) MAJ Donald B. Pargoff	13 Jul 86 - Present 14 May 84 - 13 Jul 86
USAISC ARLINGTON HALL STATION SET MESTAGGETE	•••
USAINSCOM SUPPORT ACTIVITY, FORT MEADE CPT Mark S. Wilkins	Aug 85 - Present
UBAINSOOM MAINTENANCE ASSISTANCE AND INSTRUCTION TEAM ACTIVITY CPT Larry E. Honger	15 Aug 84 - Present
USAINSCOM MISSION SUPPORT ACTIVITY Mr. Donald L. Valcheff	01 Oct 82 - Present
U.S. ARMY FOREIGN COUNTERINTELLIGENCE ACTIVITY COL Rebert G. Lunt	21 Sep 84 - Present
U.S. ARMY CENTRAL SECURITY FACILITY COL James A. Thomas COL Claude W. Johnson	03 Jun 86 - Present 21 Mar 83 - 03 Jun 66
U.S. ARMY RUSSIAN INSTITUTE COL Den O. Stovall	11 Aug 83 - Present
U.S. ARMY GARRISON, ARLINGTON HALL STATION LTC Kent D. Menser LTC Harry F. Ferguson U.S. ARMY GARRISON, VINT HILE FARMS	20 Jun 86 - Present 20 Jul 84 - 20 Jun 86
STATION COL Leland J. Holland	14 Jun 83 - Present

UNCLASSIFIED



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# CONFIDENTIAL

#### APPENDIX J

#### TRAVIS TROPHY WINNERS

Calendar Year	Winner :
1964	(USASA NUMINEE: 53d USASA Special Operations Command)
1965	313th ASA Battalion (Corps) .
1965	(USASA NOMINEE: USASA Training Center and School)
• 357	ECETA UBASA Group
1968	(USASA NOMINEE: USASA, Europe)
1969	(USASA NOMINEE: 330th ASA Company)
1970	USASA Field Station, Udorn
1971=	(USASA NOMINEE: USASA Field Station, Vint Hill Farms)
1972	(USASA NOMINEE: USASA Field Station, Udorn)
1973	USASA Field Station, Berlin
*974	(USASA NOMINEE: USASA Field Station, Augsturg)
1975	(USASA Field Station, San Antonio/
1976	USASA Field Station, Sobe
1977	470th Military Intelligence Group





# THE TAY EAST TOTAL

#### CONFIDENTIAL

Calencar	Year Winner	÷
1975	(USAINSCOM NOMINEE: 1	U.S. Army Field Station
275	(USAINSCOM NOMINEE: U.S. AF	my Field Station Sobe)
1980	U.S. Army Field Station Misa	MB
1991	U.S. Army Field Station Berli	 in
1982	(USAIRSCOM NOMINEE: U.S. AFT	my Field Station Berlin)
	USAINSCOM NOMINEE: U.	.S. Army Field Station Augsburg)
1984	(USAINSCOM NOMINEE: U.S. Ar	my Field Station Augsburg)
1985	U.S. Army Field Station Berli	in

115



#### APPENDIX K

#### DIRECTOR'S TROPHY WINNERS

Calendar Year	Winners
·979	(ARMY NOMINEE: 193d Brigade Support Company, Fort Amador, Panama)
.350	(ARMY NUMERIE: 3720 ASA Co, 25th Inf Div, Deni, Newaii)
:98:	NOMINEE: 372d ASA Co, 25th Inf Div, Oahu, Rawaii)
1982	Task Force 138, U.S. Southern Command
1983	(ARMY NOMINEE: 193d Military Intelligence Company (CEWI), Panama)
1984	224th Military Intelligence Battalion (Aerial Exploitation)
1985	525th Hilitary Intelligence Brigade

#### CONFIDEN TIAL

#### GLOSSARY

AA/PIAsian American/Pacific Islander	
ACActive Component	
ACCEAlternate Command and Control Element	
AlersAssistant Chief of Staff	
ACSI	
ACSTELAssistant Chief of Staff, Telecommunications	
ADCArmy Document Center	
ADCOAlcohol and Drug Counselling Officer	
ADOSLOGAssistant Deputy Chief of Staff, Logistics	
ADDITE Assistant Deputy Dilef of Staff, Operations	
ADDSPERAssistant Deputy Chief of Staff, Personnel	
attinadministration	
ADP zutometic dete processing	
AFCITCAdvanced Foreign Counterintelligence Training	
Course	
AFPapproved funding program	-
AFSOUTHArmed Forces, South	- }
AFTTSSAutomated Field TEMPEST and Technical Survey	1
System	
Annual Historical Report	
AHS Arlington Hall Station	
AI/ANAmerican Indian/Alaskan Native	
AIA	
AIBAviation Intelligence Battalion	
AIG Acting Inspector(s) General:	
ALOauthorized level of organization	
AMC	
AYS Army Management System	
ACEArmy of Excellence	
ACRarea of responsibility	
ARArmy Regulation	
ARDFfinding	
ARTEPArmy Training and Exercise Plan	. •
ASA Automated Systems Activity: Automated Support Activit	y
ASD D.S. Army Administrative Survey Detachment	
ASHAgency Standard Hosts	
ASIC-CFAAll Source Intelligence Center, Combined	
Force Army	
ATCAEArmy Technical Control and Analysis Element	
ATTAmerican Telephone and Telegraph Company	
AURSAutomated Unit Reference Sheet	
enth authorized "	



ATISA Administrative/Visual Information Support Activity
AWIIabsence without leave
BERBudget Execution Review
EGbrigadier general
EIFF Battlefield Identification Friend or Foe
ELFBaseline Plan
EMARbacklog of maintenance and repair
Enbattalion
CACalifornia
CCIControlled Cryptographic Items
CCCCentral Control Cffice
CCFConsciidated Cryptologic Program
GCT:CDRcommander
CDSChild Development Services
CEcounterespionage
CENTAMCentral America
CETCritical Events Templating
CGcommanding general
CHCSSChief, Central Security Service
CIcounterintelligence
CIACentral Intelligence Agency
CINCUSAREURCommander-in-Chief, U.S. Army Europe
CIRAM
Model .
CISOSCounterintelligence Special Operational
Concept circivilian
circivilian
CITPERcivilian personnel
CLPCommend Language Program
COCollection Management Division
CF
Chi commanders' needs letters
Control office
CIE command operating budget
CofSChief of Staff
CILColonel CIMSCollection Objectives Management System
Collection Objectives Management System
CONAUTHeryptonet controlling authority
CINCE
CONUSContinental United States
CCSChief of Station
C&Pcontrol and processing
CFAR and
reporting
CFDCivilian Personnel Director
u. v



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#### CONFIDERTIAL

Civilian Personnel Office
::/Command Post Exercise
C'Army Community Services
Cin Contract Support Activity
Community Support Center
Company Support Center
Command Supply Inspections
C: T Combat Support Coordination Team
C: .A COMSEC Logistical Activity
C'' command sergeant major
Command Security Office;
CTMC Combined Security Operations Center
Control Security Service
Conventional Signal Upgrade
CTED civilian training, education, and developmen
CTFCombined Training Facilities
DADepartment of the Army
DATG Department of the Army Inspector General
Discom
Compand
DSA Defense Communications Agency
DCGdeputy commanding general
Politication of the Community Benefit
DCG-IDeputy Commanding General, Intelligence
DEC-S Deputy Commanding General, Support
DC: Deputy Chief of Staff; Defense Communication
Systems
DCTAUT Deputy Chief of Staff, Automation
DCTPM Deputy Chief of Staff, Force Modernization
DER: M Deputy Chief of Staff, Information Managemen
DOWNTDeputy Chief of Staff for Intelligence
DC:: Sp Deputy Chief of Staff, Information,
Resource Management
Doming Deputy Chief of Staff, Logistics
DCGN'S Deputy Chief of Staff, Operations
DCSPER Deputy Chief of Staff, Personnel
BERNIM Deputy Chief of Staff, Plans, Programs, and
Hanagement
DCSNY Deputy Chief of Staff, Resource Management
DCS:YSDeputy Chief of Staff, Systems
DCTTLDeputy Chief of Staff, Telecommunications
DE disposition forms disposition finalis
Defense Tatalliannia torne
DIADefense Intelligence Agency



DIRKSA......Defense Intelligence Production Schedule

DIS..... Service

ONE

FLIR.....forward looking infrared

FMTG.....Foreign Materiel Intelligence Group FMT.....Foreign Materiel Training

#### CONFIDENTIAL

	TOTAL II C Intil Papage Compand
	FIRSCOMU.S. Army Forces Command
	FRO
	FSfully successful
	FYfiscal year
	Fire Program
	GCMGround Control Module
	GDIPGeneral Defense Intelligence Program
	GENgeneral
	GFASGeneral Performance Appraisal System
4	
	(-F-EGram-Rudzan-Hollings
	GS General Schedule (Civilian Employees)
	GSAGeneral Services Administration
	GSMGround Station Module
	•
	HIR
	HFhigh frequency
1	
-	HHC
4	m.c. rest to the second and the second action of the second action and the second action action and the second action acti
	11- 710 handowatten
	Hg/HQheadquarters
	HCDA Headquarters, Department of the Army
	ECCHeadquarters Information Center
	EShighly successful
	HSC
	HCMINThuman intelligence
	,
	THE THEATH Bound Procilence
	IEEXINSCOM Beyond Excellence
	ITH andependent communications and data handler
	ICFfinstallation confinement facility
	IDESIntelligence Data Handling System
	IESCIntelligence Exchange and Support Center
	IEW intelligence and electronic warfare
	TTT Identification Enjoyd on For
	IFFIdentification Friend or Foe IGinspector general
	10
_	IGERInspector General Action Requests
L	
	IIR Reports
	IMINIimagery_intelligence
	IMWRF
	INSCOM
	TUCAM Dennesstation
	INSRINSCOM Representative
	ICCinitial operational capability
•	IOSS Intelligence Organization and Stationing Study
	IFRIn-Process Review
	TPW Interrogation of Prisoners of War



## CONFIDENTIAL

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IEinternal review
IRAP INSCOM Review and Analysis Program
manara con con con constitution in the contract of the contrac
IRR Investigative Records Repository
ISCInformation Systems Command
ISIS Intelligence Support, Information System
TAC
<b>a</b>
ITEP Interim Tactical ELINT Processor
IIIC-FACINSCOM Theater Intelligence Center-Pacific
JCSJoint Chiefs of Staff
JSTARSJoint Surveillance and Attack Radar System
Tofonicial Color Color Color Color
Systez
JUSMAG Joint D.S. Military Advisory Group
•
LUSMLife Cycle System Management Model
LIT live environment training
LRUline replacement unit
LTClieutenant colonel
Fic
MACOM major Army command
MAJEajor
MALOF
MAP
MASIRT
Master Benefit and Different and State of a state of the
MCAMilitary Construction Army
MER
MG major general
MI
MIAMissing In Action
MICECPMI Civilian Excepted Career Program
MID
MILEPORY V.S. Army Military Personnel Center
MIP IRR
Records Repository
MOAMemorandum of Agreement
MCS Eilitary occupational specialty
MOTCMilitary Operations Training Course
MOUMemorandum of Understanding
MSAMission Support Activity
M.CCMobile Tactical Communications Center
MIMoving Target Indicator

THE PARTIES.

#### CONFIDENTIAL

MTLB(Soviet) Multipurpose Tracked Vehicle
1000 At 4101 - A1 - DOD
MIDE
MARmorale, welfare, and recreation
Annotation and a second and the seco
NAFNonappropriated Funds
in the state of th
NCDNational Collection Division
ACD DIVIDINE COLLECTION DIVIDION
NCOnoncommissioned officer
KCR(C)National Cryptologic Representative (C)
NIS
NORTHAG
NFA
NSA
NSACSS
NSAGA
NSDD
NTCNational Training Center
NTCISSC
Systems Security Steering Group NTVNon-tactical Vehicles
WILLIAM STATE OF STATE S
DiDffice Automation
OACSIOffice of the Assistant Chief of Staff for
·
DCMC
ODCSIRMOffice of Deputy Chief of Staff, Inforzation
Resource Management
CICSPEROffice of Deputy Chief of Staff, Personnel
ODCSSYSOffice of Deputy Chief of Staff, Systems
CDUSD(P)Office of Deputy Under Secretary of Defense
for Policy
OEOrganizational Effectiveness
OER/MS-3Organizational Efficiency Review/Manpower Staffing
Standards System
CGOperational Guides
OMAOperation and Maintenance, Army
OPAOther Progurement, Army
OPCONoperational control
OPFORopposing forces
OPMOffice of Personnel Management
OPSECoperations security
CiOorganizational and operational
0Y0one year or older
•

it tal endoem

PACPublic Affairs Officer	· •
FARR	ٺ
F22Program Budget Committee	
PCPersonal Computer	
PCACPrimary Control and Analysis Centers	•
	_
FCFPentagon Counterintelligence Force	•
FIIF Program Development Increment Package	
PECIP/QRIPProductivity Enhancing Capability Inv	
	esement trogra
Quick Return On Investment Program	
PIPproduct improvement plans	
PM2 Authorization Do	0112.024
FMS and Recognition	5.
Seeten	
PC:point of contact	
•	
FCMPrugram Objective Memorandum	
PRPeriodic Reinvestigations	
FRCPeoples' Republic of China	
PSA Aroject Security Analysis	
PSIPersonnel Security Investigations	
Par	-
Leroocococococygus and iterming	
·	
QECQuick Reaction Capability	
Qtrquarter	
40:day	i
• <u>. =</u>	Ĭ
RCreserve-component	
	· ·
RDA and acquisition	
_RDIE research development test and evaluat	ion
PETTRATEReadiness Training	
RED-RAIN	
RFS	
The state of the s	
ROresident office	
ROT Required Operational Capability	
RCFremote operative facility	
RCKRepublic of Korea	
RPMAreal property maintenance activities	
- SACUSAF Strategic Air Command	
SAEDASubversion and Espionage Directed Age	inst
the Amny	10000

COMMENTIAL

### COMPLENTIAL

SAFSSSecretary of the Air Force Space Systems
SAFspecial access programs
SASASpecial Acts or Service Award
SASSSmall Aerostat Surveillance System
SCEService Cryptologic Element
SCISensitive Compartment Information
SCCsubcontrol offices
SCOTTSingle Channel Cojective Tectical Terminal
SEADEVSoutheast Amin Development
SECANSecurity and Evaluation Committee of Allied
Nations
SELCOMselect committee
SISSenior Executive Service
Siller of the Strape' South
Sis Secretary of the General Staff
SHAService HUMINT Agency
SHAFE
SilkSecurity and Investigative Activities
SIDPERS Standard Information Division Personnel
Reporting System
SIGINTsignal intelligence
SIGSECsignal security
SINGCARS Single Channel Ground Airborne Radio
System
SIRDSenior INSCOM Representative Office
SIS-ADSpecial Information Support to Air Defense
SJAStaff Judge Advocate
SLARaide-looking airborne radar
SYFSpecial Mission Funds
SVSsupport, maintenance, and settlement
SkTserial number tracking
SONStatement of Need
STY Security Program Manager
SEED: Graters Security Steering Group
SSD Special Security Detachment
SSGSpecial Security Group
SSLSingle Station Locator
SSOSpecial Security Office
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### CONFIDENTIAL

ne de la companya de
TATheater Army
TAADS Document System
TATIES
TACTECHINTTactical Technical Intelligence
TAREXtarget exploitation
TCC Tempest Coordinating Officer
TDAtables of distribution and allowances
TDYtemporary duty
TECRASTheater Document Exploitation System
TENCAPTactical Exploitation of National
Capabilities
TGIF Tactical Ground Intercept Facility
TI
TIAF
TICCMTarget Investigation Committee
TIP The INSCOV Plan
Tocholog) i company Supraga i company
TYDTAREX Management Division
THO Technology Management Office
TOTechnical Operations
TOLtotal obligational authority
TOEtable(s) of organization and equipment
TRADOC
TREDS Tactical Reconnaissance Exploitation
Demonstration System
TRISA
TROKAThird ROK Army
TSCMTechnical Surveillance Countermeasure
TUSAThird United States Army
TUTtactical users terminal
UPPUpward Mobility Program
U.S
USAUnited States Army
USAFUnited States Air Force
USAFS
USAS
USAICS
and School
USAINSCOMU.S. Army Intelligence and Security
Command
USAINTCU.S. Army Intelligence Command
USAISC



Security Service

VEFS......Vint Hill Farms Station

WIG.....within-grade
WD....warrant officer

٠٠٠ عله عن

WMMCCS..... Worldwide Military Command and Control

System

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